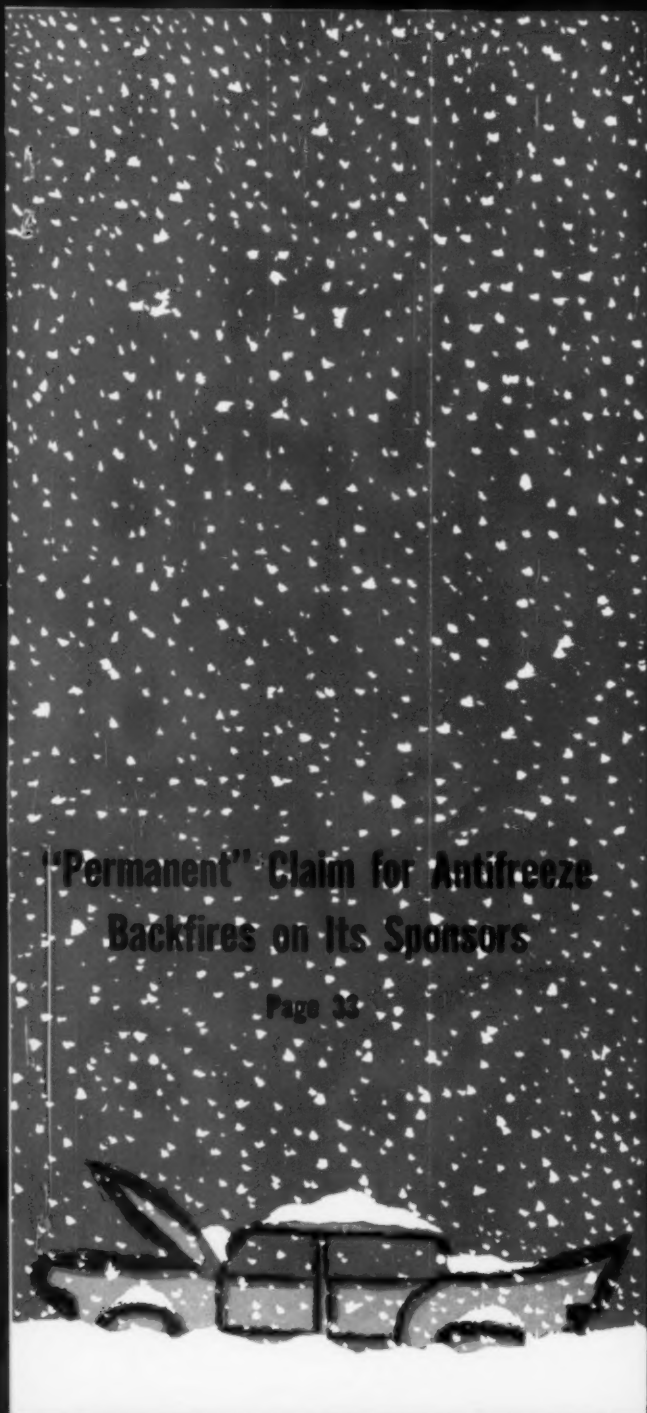


PART 1 OF TWO PARTS

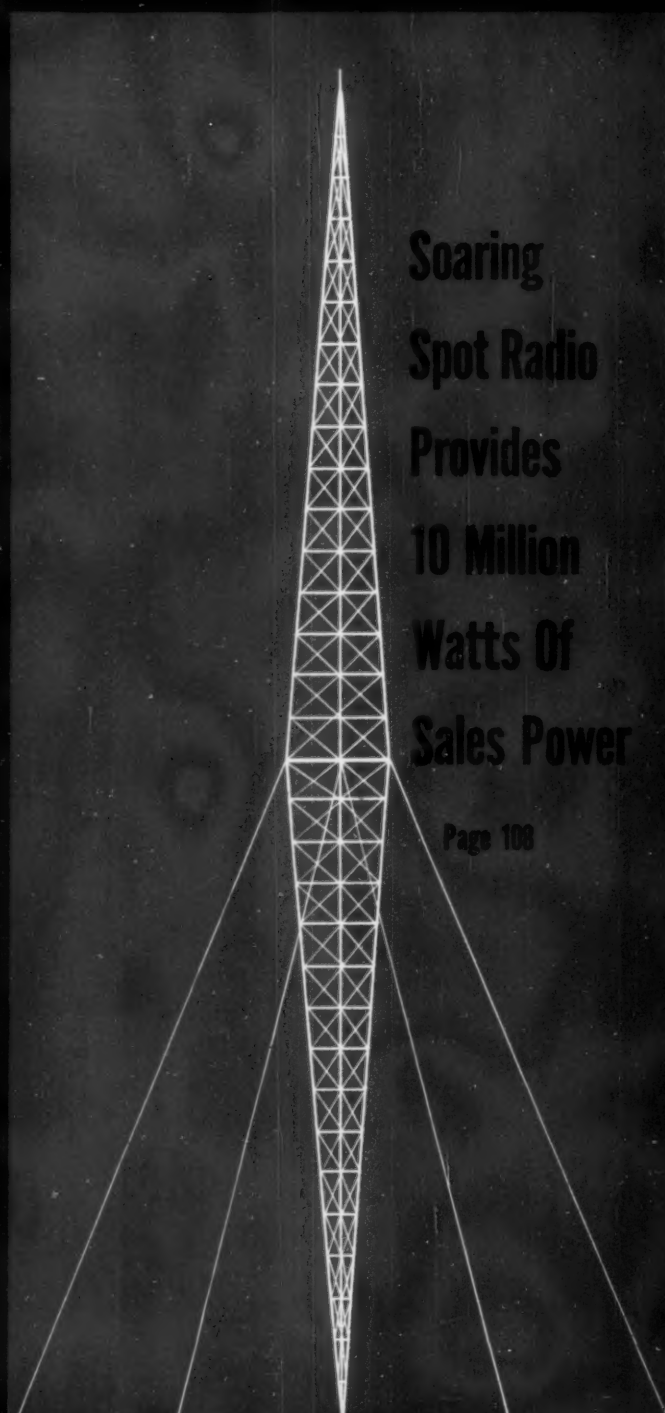
# Sales Management

THE MAGAZINE OF  
MARKETING



**"Permanent" Claim for Antifreeze  
Backfires on Its Sponsors**

Page 33



**Soaring  
Spot Radio  
Provides  
10 Million  
Watts Of  
Sales Power**

Page 108



## NEW IDEAS CAN GET AROUND FAST!

The U. S. Post Office Department developed a new idea for the U. S. mails. Why not move each day's mail mountain faster, by a routing system of conveyor belts ingeniously arranged! The idea was tested at one office and worked wonders.

The problem now was fast communication: How best to pass the new idea along to all the other post offices in America? The Department found that could be speeded, too.

Working closely with the Department, under a contract awarded competitively, Jam Handy produced a fast-paced motion picture—"The Mail-Flo System." In a matter of minutes, Post Office management throughout the country saw for themselves, without any traveling, exactly how mechanized mail routing works. Now it saves time, saves money.

As for costs, we think you'll be just as pleased at our film economies as the folks at the U. S. Post Office Department are. Next time you'd like to put roller skates under your new ideas, call on us.

*The* **JAM HANDY** *Organization*

NOTHING SELLS PRODUCTS AND IDEAS LIKE **IDEAS**

MOTION PICTURES • DRAMATIZATIONS • PRESENTATIONS • VISUALIZATIONS • SLIDEFILMS • TRAINING ASSISTANCE  
 NEW YORK, JUDson 2-4360 HOLLYWOOD, HOLlywood 3-2321 DETROIT, TRInity 5-2450 DAYTON, ENterprise 6289 PITTSBURGH, ZEith 0143 CHICAGO, STate 2-6757



6 economical ways to focus your advertising on  
prospects who are ready and able to buy!

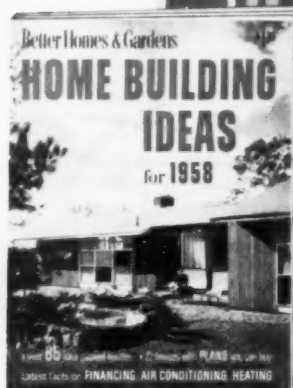
# Better Homes & Gardens Idea Annuals

concentrate the idea power of America's family  
idea magazine in 6 special areas of home interest

Here's the same dynamic brand of idea power that activates the readers of America's family idea magazine, *Better Homes & Gardens*, month after month. Each of these popular Idea Annuals is an expansion of a particular classification of the magazine—spotlighting a single field of home interest. As sales prospects, the idea-hungry readers of these authoritative books are way above par. Why not let your Better Homes & Gardens representative prove it to you with facts and figures?

**CLOSES: Nov. 14, 1958**  
**ON SALE: Jan. 20, 1959**  
**RATE BASE: 165,000**

In this one-volume guide to home building, advertisers can reach home lovers who are definitely planning on remodeling or building—all active, immediate sales prospects for the myriad products involved in bringing their plans to completion.



Closes: Oct. 15, 1958  
On Sale: Dec. 18, 1958  
Rate Base: 225,000



Closes: Dec. 12, 1958  
On Sale: Feb. 19, 1959  
Rate Base: 135,000



Closes: June 13, 1959  
On Sale: Aug. 19, 1959  
Rate Base: 165,000



Closes: July 15, 1959  
On Sale: Sept. 16, 1959  
Rate Base: 450,000



Closes: Aug. 15, 1959  
On Sale: Oct. 16, 1959  
Rate Base: 550,000

**MEREDITH OF DES MOINES . . . America's biggest publisher of**  
*ideas for today's living and tomorrow's plans*

## IT HAPPENED IN MEMPHIS!

by  
Bert Ferguson  
Exec. Vice-President,  
WDIA



A big success story began in Memphis, just ten years ago, when WDIA, only 50,000 watt station in the area, began to program exclusively to Negroes. Now WDIA reaches—and sells—1,237,686 Negroes! Almost 10% of the nation's entire Negro population!

The Negro market—as reached by WDIA—is the biggest market of its kind in the entire country. Negroes in WDIA's big listening-buying audience earned \$616,294,100 last year. Negroes make up 40% of the Memphis market. And they spend, on the average, 80% of this income on consumer goods.

WDIA's national advertisers include:

THE BORDEN COMPANY . . .  
COLGATE-PALMOLIVE COMPANY  
NATIONAL BISCUIT COMPANY . . .  
BRISTOL-MYERS COMPANY . . .  
GENERAL MOTORS . . .

### IT'S A LOYAL MARKET!

*Memphis Negroes listen most to WDIA! In the March-April 1958 Nielsen Station Index, Sunday-Saturday, WDIA totaled an overwhelming 52% more rating points than the next-rated station! Here's how they ranked:*

Station	Total Rating Points
WDIA	528.2
Sta. B	337.1
Sta. C	284.1
Sta. D	278.8
Sta. E	137.4
Sta. F	101.3
Sta. G	74.1

Drop us a line. Let us prove to you: If you want acceptance—and buying action—in the Memphis Negro Market, you want WDIA!

WDIA is represented nationally by  
John E. Pearson Company

EGMONT SONDERLING, President

ARCHIE S. GRINALDS, JR., Sales Manager

# Sales Management

THE MAGAZINE OF MARKETING

September 19, 1958

Vol. 81, No. 8

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LEXington 2-1760

PART I OF TWO PARTS

## HIGHLIGHTS

### SNOBBY NICKNAMES FOR '59 BUICKS

"Only new names could complete the picture of a new generation of Buicks," says Edward T. Ragsdale, general manager of Buick. So he has thrown out the familiar series names, "Roadmaster," "Special," "Century" and "Super." Now meet "Le Sabre," "Invicta," "Electra."

74

### ANTIFREEZE MAKERS GETTING COLD SHOULDER

The antifreeze industry brought it on itself: When manufacturers labeled antifreeze "permanent" they oversold the product—and undermined future sales. Since it's "permanent," consumers are buying antifreeze just once. Sales will go down again this winter. And marketers are faced with the job of telling consumers that what they saw advertised just isn't so.

33

### IT'S NOT SO EASY TO GIVE IT AWAY!

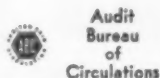
American business spends approximately \$500 million a year on consumer contests. Problem: "75% of these contests are poorly organized, badly conceived, unable to achieve what should be their goals." Solution: "11 Ways to Make Your Consumer Contest Effective."

88

### SPOT RADIO: 10 MILLION WATTS OF SALES POWER

When television aerials first began their wholesale invasion of American rooftops, many said they would mark radio's grave. But the expected corpse didn't lie down. Since 1946 advertising revenue of both spot and local has more than doubled. There are a lot of reasons for advertisers' continuing interest in radio. Three of them are: coverage or penetration, low cost, and flexibility. This is the second in a series of special reports by Lawrence M. Hughes on major media.

108



Associated  
Business  
Publications



National  
Business  
Publications



Magazine  
Publishers  
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, July, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production offices: 1212 Chestnut Street, Philadelphia 7, Pa. Walnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.

SALES MANAGEMENT

## PILLSBURY DECISION-MAKERS THINK "PROFITS"

"Centralization has the danger of restricting decision-making to too few people," says Paul S. Gerot, president, Pillsbury Co. Thus came a broad program to divisionalize and decentralize operations. The result: "More people to make more decisions nearer the scene of action."

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## Only the ROTARIAN

brings your sales message to this concentrated

**"action audience"**

Every copy reaches an active businessman who can make a decision to buy your product!

**79%**

are active in business management!



**90%**

play an active part in company buying!



**84%**

are active homeowners!



**54%**

are in companies operating 1,265,217 trucks!



**82%**

are active travelers! (more than 12 trips a year)



**53%**

actively influence civic government buying!



and... this "man-of-action" has an average income of \$14,429 to make him an active customer for insurance, travel, sporting goods and clothes.

THE ROTARIAN reaches 354,620 "men-of-action" at the low, low cost of only \$3.72 per thousand!

**SEND FOR YOUR FREE COPY OF Market Facts, Inc., complete study of the ROTARIAN reader—the man who can buy your product—today!**



*The Rotarian*

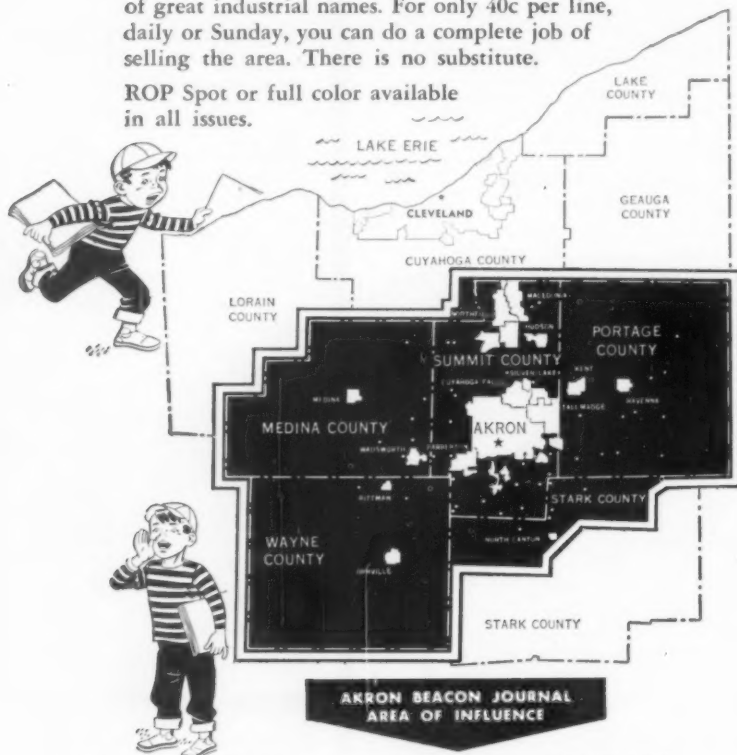
AN INTERNATIONAL PUBLICATION  
1600 RIDGE AVE., EVANSTON, ILLINOIS

THERE IS ONLY **ONE** WAY TO REACH THE  
**AKRON**  
**BEACON JOURNAL**  
**AREA OF INFLUENCE**

*A One Billion 350 Million Dollar Market*

Akron, the biggest ONE Newspaper Market in the nation, is also Ohio's most concentrated area of great industrial names. For only 40c per line, daily or Sunday, you can do a complete job of selling the area. There is no substitute.

ROP Spot or full color available in all issues.



Population ..... 719,435  
 Families ..... 213,048  
 Total Buying  
   Power ..... \$1,349,384,000.  
   Total Retail  
     Sales ..... \$ 958,138,000.  
   Food Sales ..... \$ 238,114,000.  
   Gen. Mdse.  
     Sales ..... \$ 132,837,000.  
   Fr-H-R Sales .. \$ 44,996,000.  
   Automotive  
     Sales ..... \$ 205,680,000.  
   Drug Sales ..... \$ 29,035,000.

Source 1958 Sales Management  
 Survey of Buying Power

**NEWSPAPER COVERAGE**

DAILY	Circ.	% Cov.
Akron Beacon		
Journal ..... 159,532		74.9%
Cleveland		
Plain Dealer .. 21,596		10.0%
Cleveland Press.. 7,525		3.5%
Cleveland News.. 2,081		0.9%
SUNDAY		
Akron Beacon		
Journal ..... 160,139		75.0%
Cleveland		
Plain Dealer .. 21,179		9.0%

Source March 31, 1958  
 A. B. C. Audit Statements

**AKRON**  
**BEACON JOURNAL**

"Ohio's Most Complete Newspaper"

JOHN S. KNIGHT, Publisher

Represented by STORY, BROOKS & FINLEY

**Sales Management**

EXECUTIVE OFFICES, 386 Fourth Avenue  
 New York 16, N. Y. LEXington 2-1760

**EDITORIAL**

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**MANAGING EDITOR**

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**SENIOR EDITOR**

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**Midwest Editor**, David J. Atchison

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**Consulting Economist**, Peter B. B. Andrews

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**Editorial Assistants**, Edith Koufax, Carol  
 Lynch, Claire Spaetz

**SUBSCRIPTIONS**

**DIRECTOR**

R. E. Smallwood

**Assistant Director**, Edward S. Hoffman

**Subscription Manager**, C. V. Kohl

U. S. and Canada: \$10 a year  
 Foreign: \$15

**ADVERTISING SALES**

For Offices and Personnel

See Advertisers' Index

**OFFICERS**

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**Treasurer**, Ralph L. Wilson

**Vice-President, Sales**, Randy Brown

**Senior Vice-Presidents**, C. E. Lovejoy, Jr.,  
 W. E. Dunsby, R. E. Smallwood and Wm.  
 McClenaghan

**Bill Brothers Publications** in MARKETING  
 (in addition to Sales Management): Sales

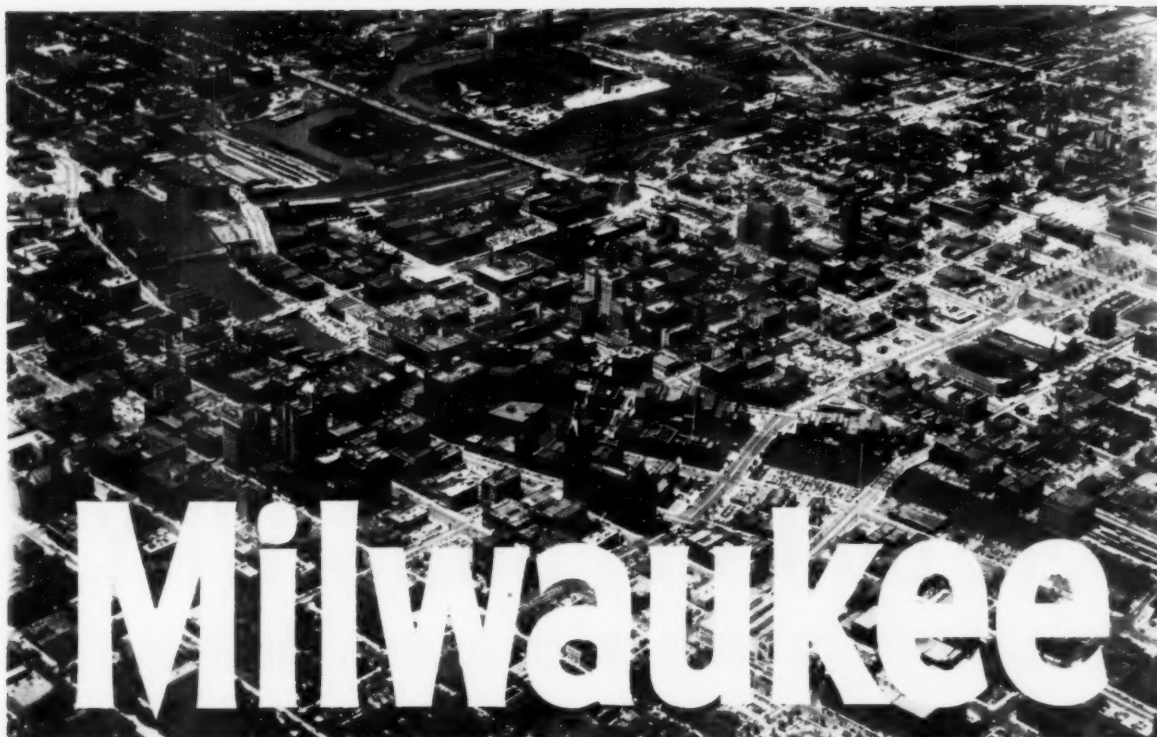
Meetings, Tide, Premium  
 Practice. INDUSTRIAL:  
 Rubber World, Plastics  
 Technology. MERCHAN-  
 DISING: Fast Food, Floor  
 Covering Profits and

Tires, TBA-Merchandising.

Copyright, Sales Management, Inc., 1958

SALES MANAGEMENT





.. your 7th largest newspaper market  
— a market of better income families

In only *six* cities can you reach as many families with ONE daily newspaper as in THE JOURNAL in Milwaukee. In *none* of these can you get the economical *one-paper* coverage of 9 out of 10 homes provided by THE JOURNAL in the Milwaukee metropolitan area. And only *four* exceed Milwaukee in average family income.

### THE MILWAUKEE JOURNAL

*All time high circulation—370,647 daily, 500,424 Sunday  
National Representatives, O'Mara & Ormsbee, Inc.*

#### Better Customers for 1958

—how Milwaukee ranks among the  
20 largest metropolitan areas

Median Family Income (Bureau of Census) .....	5th
% Spending Unit Incomes Over \$4,000 .....	3rd
% Spending Unit Incomes Over \$7,000 .....	6th
Median Value of Single Dwelling Units .....	4th
Retail Store Sales* per Family .....	2nd
Food Store Sales per Family .....	5th
General Mdse. Store Sales* per Family .....	4th
Automotive Sales per Family .....	6th

\*Excluding mail order and other non-store sales.  
Sources: Bureau of the Census, Sales Management Survey of Buying Power, SRDS Consumer Markets

Measured by size of audience, economy of coverage, income and buying habits, Milwaukee easily rates among your top 10 newspaper markets

## City Teamsters Vote Loyalty to Parent Union

Council to Support Ousted International '100 Per Cent'

Teamsters Local Council No. 53 of Philadelphia, today voted unanimously to back up its international union 100 per cent in its dispute with the AFL-CIO.

The 14 million member Teamsters Union was expelled by the AFL-CIO on December 6 for a fraudulent vote of the federation convention in Atlantic City.

John F. Keady, joint council president, said today's vote was an answer to rumors that one of the 24 locals in the 53, 600 member council might pull out to side with the AFL-CIO.

The council action also reinforced the council's previous decision to support the Teamsters' economic campaign drive to help bankrupted before the federation expulsion. By January, Keady said, "we will sweep before us."

## New Citizens Swear Allegiance in Historic Shrine



## 1794 Law Stirs Lehigh Co. Row

Store Is Opened, Police Take Names

Police and merchants started yesterday over Pennsylvania's 1794 law forbidding business on Sunday.

In Whitehall Township, Lehigh County, a flower store, The Sun Room, opened, but added that trouble — a police line across the entrance to its parking lot, preventing customers and employees from entering the store.

NAME TAKEN NEXT

Though merchants were urged last week against the opening and a number of its employees, the store opened for business today. Merchants and employees showed up and began their routine of taking orders of those coming in.

A group of police from the Lehigh County Sheriff's Office in Lehigh Township also showed up. They started a line for

## Pupils Design 'Sight' Posters



# 40,000 REASONS WHY in Philadelphia nearly everybody reads The Bulletin

The Evening and Sunday Bulletin prints some 40,000 local news stories every year. These are gathered by one of the world's largest local news staffs, augmented by a network of special correspondents.

It is this unique reporting of the big and little news of Greater Philadelphia—together with the other contents of a great metropolitan newspaper—that has helped make The Bulletin a trusted member of the household through generations of Philadelphia families.

What does this mean to Bulletin advertisers? It means that their messages are carefully considered—at home—in the newspaper Philadelphians read, respect and respond to.

The Bulletin goes home . . . delivers more copies to Greater Philadelphia families every seven days than any other newspaper.

**Advertising Offices:** Philadelphia • New York • Chicago  
**Representatives:** Sawyer Ferguson Walker Company, Detroit • Atlanta • Los Angeles • San Francisco  
**Florida Resorts:** The Leonard Company, Miami Beach.

*The Bulletin publishes the largest amount of R. O. P. color advertising in Philadelphia—Evening and Sunday!*

Ray Found Hiding In Service Station

Philadelphia, Pa. (AP)—A police sergeant today said he found a man hiding in a service station in the city. The man, who was found in a service station in the city, was found in a service station in the city.

Sawed-off 22 Rifle Used by Holdup Man

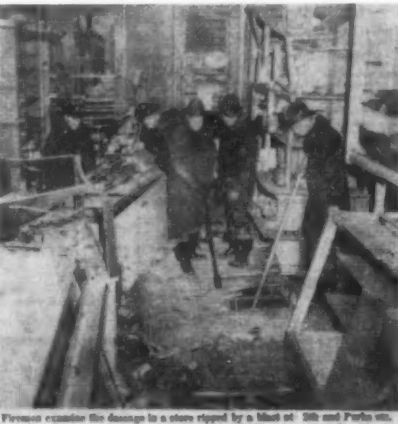
PHILADELPHIA, Pa. (AP)—A man who was arrested today for a holdup in the city, was found in a service station in the city. The man, who was found in a service station in the city, was found in a service station in the city.

Auto Hits Bridge Wall, 4 Riders Injured

PHILADELPHIA, Pa. (AP)—A car today hit a bridge wall in the city, and four riders were injured. The car, which was found in a service station in the city, was found in a service station in the city.

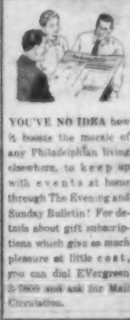
Toll Bridge Ex-Chief Asks Separate Trials

PHILADELPHIA, Pa. (AP)—A man who was arrested today for a holdup in the city, was found in a service station in the city. The man, who was found in a service station in the city, was found in a service station in the city.



Firemen examine the damage to a store ripped by a blast of 5th and Park sts.

YOU'VE NO IDEA how it looks the inside of any Philadelphia living room, to keep up with events at home through The Evening and Sunday Bulletin! For details about gift subscriptions which give as much pleasure at little cost, you can dial EVERGREEN 3-2800 and ask for Mail Circulation.



Firemen Save Woman In W. Phila. Blast

A woman was trapped in a second-floor apartment today in West Philadelphia early today. Firemen, brought 1000 lbs. of water, 50 drums of kerosene, two 400 lb. drums of kerosene, and 1000 lbs. of water. The woman was found in a service station in the city.

## Two Words

We asked a salesman for a fabulously successful company why he thought his firm had done so well over the years. The answer was short, sweet: "Just two words—increased sales!"

The salesman continued: "I don't know who puts pressure on the president, but the president puts pressure on his vice-president in charge of sales and he in turn puts it on his next subordinate. If each of us in turn doesn't produce increased sales, out we go. And I guess we ought to."

## A Powerful Word Backfires

On page 33 of this issue we state:

"You can trade up your customers to a premium grade by selling its features. But don't overstate your case. This winter's antifreeze sales will go down. Marketers term glycol 'permanent' so motorists refuse to refill. Now marketers must un-merchandise their earlier advertising."

The giant chemical companies that produce and sell under their own brands, or produce for the big private label operators such as oil companies and auto chains, are alarmed that their annual sales are declining even though car sales continue to go up. So they have a selfish interest in persuading millions of motorists that all through the years they haven't really meant that their antifreeze was "permanent" despite what they say on their can labels. They want to persuade motorists to drain their antifreeze in the spring and to refill with new antifreeze in the fall. From their point of view, the potential sales gains are enormous.

But what the antifreeze makers ought to be concerned about first is being truthful with the user—the motorist.

The antifreeze industry understands the benefits that the motorists would obtain if they were to drain off their old antifreeze, throw it away, and refill each year. But the industry has become caught in a dilemma of its own making and a familiar one: how to have your cake and to eat it.

Motorists over 40 years of age can remember that once there were really only two kinds of antifreeze protection: One was alcohol, which boiled away. It was cheap and during the depression thirties many motorists could not afford the alternative, Prestone. But the lure of Prestone was strong because almost every motorist came to know that Prestone was "permanent," that is in comparison with easy-to-boil-away alcohol.

Prestone is number one in sales of the so-called permanent types, but for a good many years Prestone has had major competition from chemical giants. The entire industry, searching for a way to describe its products, has fastened on the word "permanent."

People, for many years, have placed great faith in advertising and especially great faith in our giant corporations. People have come to learn and to believe that the big companies are above chicanery. So why shouldn't motorists believe the chemical giants when they

# 70,000 Times a Day

Every day in the year \$120,000,000 worth of original, non-routine purchases are made by American Industry. To locate sources of supply for this vast demand, purchasing men refer to Thomas Register 70,000 Times a Day.

*TR produces consistent inquiries for consistent advertisers AT LOWEST COST!*

## THOMAS REGISTER

461 EIGHTH AVENUE  
NEW YORK 1, NEW YORK  
Telephone OXford 5-0500



*It  
takes  
an open  
door  
to close  
a sale!*

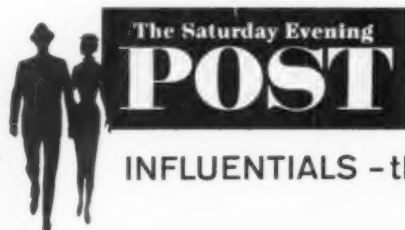


sales call doesn't begin until your salesman is face to face with the prospect. The same holds true for your advertisement in a magazine. It can't begin to sell until your page is exposed to readers. And only The Saturday Evening Post delivers *proved* face-to-face contacts for your ad page.

More than 29,000,000 *proved* sales calls! That's what you can expect from your ad page in the Post. And who opens the page to your message? Post-Influentials, who not only buy your product, but recommend things they read about in the Post to millions of others. They're great word-of-mouth salesmen to add to your staff.

The most revolutionary new media measure — Alfred Politz' "Ad Page Exposure" — is nothing new to your advertising manager. Ask him about it. You'll be interested, because it's the first yardstick that rates a magazine's value to you by the same standards you apply to a salesman — *proved* results.

Put *proved* Post selling power to work for you!



**Sell the POST**

**INFLUENTIALS - they tell the others!**



say or imply that their antifreeze is "permanent"? And why shouldn't they keep their antifreeze from one year to the next?

True, most of the present antifreezes do not boil away, as alcohol does. But the additives, one of which delays formation of rust, break down and cause damage to a car's radiator. So there's a sound reason for motorists to drain and to refill with new antifreeze. This technical, but negative, fact does not have the sales power of that word "permanent." So the antifreeze makers, with two major exceptions, persist in labeling their products as "permanent" and then on the other hand in promotion they indicate, "But we really don't mean permanent!"

No wonder the "permanent" claim for antifreeze backfires on its sponsors. Which contention are motorists to believe? It's time for the industry to look up the definition of permanent and either use the word correctly in its advertising and labels—or drop it.

### Fewer Absentee Owners

"While there's nothing wrong with diversification in business itself, certainly an industry cannot prosper with only lip-service attention being paid to it," recently said John F. Hardesty, vice-president and general manager, Radio Advertising Bureau.

More than lip-service is being paid to radio today. Hardesty points out that the absentee owner is fading out of the picture.

"Like the American buffalo these pseudo-media men (the self-styled chief radio station executives who shouldn't be in the radio business at all) have gradually faded away. In their place have come aggressive, radio-only men who are willing to devote their full energies to the furtherance of the medium. The result has been better management, better programming and a more healthy medium."

"When licenses were being granted freely, it was not unusual for say, a dentist, to acquire radio properties with the idea of making a fast buck."

Now, for what radio is doing turn to page 108 and Mike Hughes' special report, "Soaring Spot Radio Provides 10 Million Watts of Sales Power."

### It Takes Two To Tango!

Your views on "Bribes — and People Who Seek Them" in the July 18th issue of *SALES MANAGEMENT* rated comment in newspapers from coast to coast. Now, *Purchasing* magazine has asked purchasing agents for their views on bribery and under the table deals. Our report, based on answers from the *Sales Management* Sales Leadership Panel, showed that 18% of Panelists said that current requests for payoffs are more frequent now than five years ago, 52% said they were about the same, and 30% reported a decline.

"Everybody in purchasing," says Adolph Ruediger, Carrier Corp., "is approached at one time or another and the only way to handle the situation is to let the salesmen know that there is no way your business can be bought." E. F. Andrews, Pitman and Moore Co., is quoted in *Purchasing* as saying, "There are always some stinkers in any profession. Of course there are P.A.'s who will ask for bribes, but, if a survey were made, there wouldn't be many P.A.'s who could say that they haven't been approached by salesmen offering them a shady deal."

Before sales cries "shakedown!" let's make sure that our salesmen are not guilty of attempted bribery.

It takes two to tango.

Just like Paul  
and his lantern . . .



people  
**REACT**  
to the  
voice and vision  
of NBC in  
South Bend - Elkhart  
call Petry today!

**WNDU-TV** CHANNEL 16  
BERNIE BARTH & TOM HAMILTON

## COVERS

CUSTOM DESIGNED &  
MANUFACTURED •



FOR

CATALOGS  
SALES MANUALS  
SAMPLE BOOKS  
RING BINDERS  
SERVICE MANUALS  
WALLPAPER BOOKS  
PRESENTATIONS

**THE S. K. SMITH CO.**  
2857 N. WESTERN AVE., CHICAGO 18

NEW YORK 17 CLEVELAND 13  
LOS ANGELES 45

Photo by Stephen Colhoun

*This fabulous  
figure  
is a key to  
advertisers'  
success*



Do you recognize him?

- |                  |                          |
|------------------|--------------------------|
| a. Dr. Faust     | <input type="checkbox"/> |
| b. Sol Hurok     | <input type="checkbox"/> |
| c. Beau Brummell | <input type="checkbox"/> |

Though most of them may not have met him in person, readers of *Town & Country* will quickly recognize Impresario Sol Hurok, whose colorful career is featured in the October issue on "New York by Night".

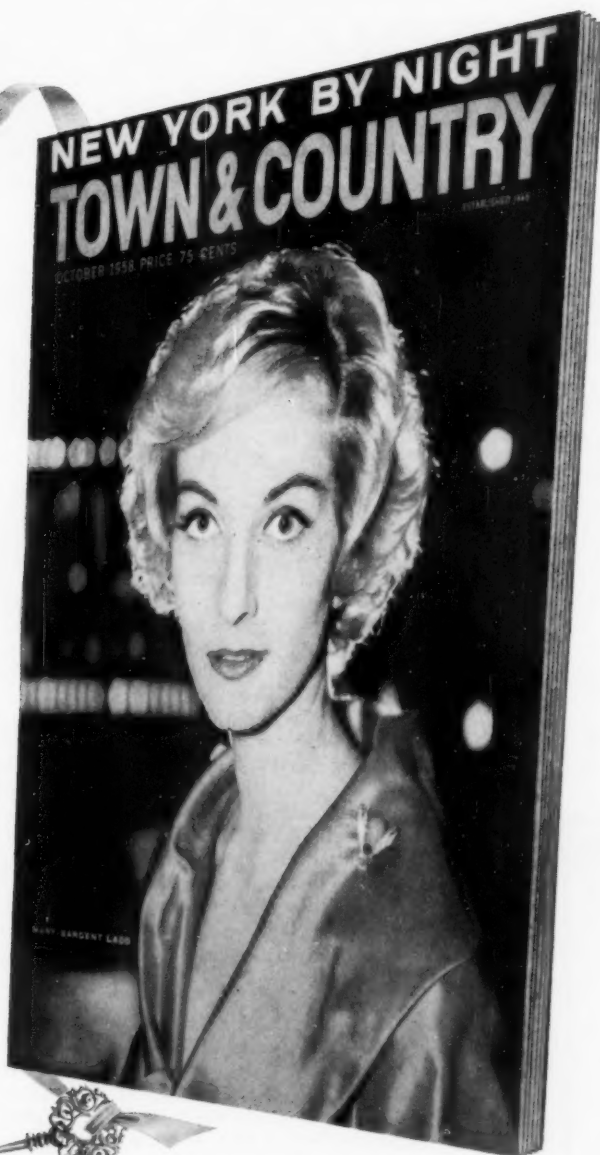
It is no accident that Hurok—and others who contribute brilliantly to the arts in America—should regularly speak to the readers of *Town & Country*—a Hearst special interest Magazine designed uniquely for readers intimate with Brahms, Braque, and Brancusi.

Because it does its job thoroughly and well, *Town & Country* is a distinguished guide to elegance, to "what's new" in shops and bistros, in fashion and fun. For here is a magazine tailor-made for that privileged inner circle with the means and leisure to enjoy the more elegant things of life.

**Reaching pre-sold prospects in the mood to buy**

What is true of *Town & Country* is characteristic of all ten Hearst special interest Magazines.



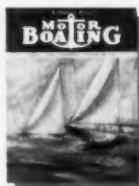


Each is a leader in its field—each dedicated to a particular group of readers, and edited with a consummate knowledge of the interests of that group, an interest shared by both reader and advertiser.

As a result, Hearst Magazines pin-point prospects, not just "suspects". They reach a pre-sold audience in the mood to buy. Editorial authority combines with reader interest to provide a tailwind for advertised products that produces greater sales, more profits for the advertisers.

#### Six Ways Hearst Magazines Help Advertisers:

- Advertising reaches readers in the mood to buy
- Advertising is focused where interest is keenest
- Editorial and advertising content work in tandem
- Editorial integrity lends prestige to advertising
- Each magazine is the authority in its field
- Hearst readers are sold—only need to be told!



## HEARST MAGAZINES

*10 keys to the special interests of 10 groups of people*



## WESTERN MONTANA

**KMSO** channel 13 — 191,000  
watts, reaching 47,000 homes

**KGVO** radio — first choice of  
42,000 families

**CBS NBC ABC**

**GILL-PERNA Rep**

or direct

**MISSOULA, MONTANA**

## CORPUS CHRISTI

\* 75th City  
in the  
nation.

\* The Fastest-  
growing  
City in Texas.

Best served by

**KZTV**

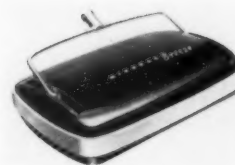
316,000 watts

**CBS**

**ABC**

## CORPORATE CLOSE-UP

### How Bissell Beat The Vacuum's Trap



Unless you're the one who does the cleaning up around home, you may think carpet sweepers went out when vacuum cleaners came in. Many people do. And they'll get an argument from the young management team at Bissell Carpet Sweeper Co., Grand Rapids, Mich.

This private company doesn't reveal sales figures. But 37-year-old Melville R. Bissell, III, president, says carpet sweeper sales have increased 75% in the past four years. And new products have caused gross company sales in the first half of 1958 to jump 250% over the 1957 total.

Five years ago this was the situation at Bissell: Physically the carpet sweeper had not changed much from when the first Melville Bissell had invented it some 80 years before. Sweepers were still made mostly of wood, had four wheels and a long, one-piece awkward handle. Styling was old-fashioned, basically unchanged for 30 years. Colors were dull and unattractive. There was no obvious difference between models nor was there a reason to trade up or buy more expensive models. There was just no reason for the consumer to get excited. Neither was there much excitement around the company. Sales policies were not up to date and had not kept pace with post-war marketing trends. Bissell sweepers were grossly underpromoted.

Things have changed since then. Says William Rose, marketing vice-president: "We have given the company a new public face. We have changed our styling, design, price, distribution and promotional approach. We always knew the market was there; only 40% of the nation's homes have carpet sweepers [not counting vacuum cleaners]. We are just now beginning to tap this terrific market potential and, at the same time, our program of new product development is beginning to pay off."

Bissell sweepers have been completely remodeled from stem to stern. New features: an all chrome chassis, a single pan to make emptying easier, sectional handles that can be packed right in with the sweeper for easy carrying. Today's package isn't much larger than a five-pound box of candy and weighs about the same. At the same time, the line has been shortened from 18 sweepers to seven.

Drastic changes did not stop with the product itself. In 1953, Bissell was spending a little over \$100,000 on advertising. This year the figure will be over \$2 million. The advertising direction has been changed to reach the younger homemaker. Heavy promotion occurs during spring and fall. Distribution has also been expanded. The company now employs more than 50 salesmen. Five years ago there were less than twelve.

The change in policy regarding sweepers is a good illustration of the new life in once-staid Bissell. But even more money is coming from a couple of new products: a home rug cleaner, the Shampoo Master, and a liquid rug cleaner. Rose explains: "Dollar-wise the Shampoo Master will outsell carpet sweepers this year. Frankly, we developed the liquid cleaner before the Shampoo Master. We knew we had a good product. But our research told us consumers were more interested in an appliance to apply a rug shampoo than another rug cleaner. Success of the Shampoo Master to date verifies how right we were."

The upswinging line on the company's sales chart also verifies how right Bissell was in taking a new broom to its marketing policies.

SALES MANAGEMENT



# This Week MAGAZINE

“delivers velocity  
and volume”



Says L. B. SMITH, JR.  
President of Thorofare Markets, Inc.



One of America's truly important supermarket  
operations . . . with 57 stores . . . in Pennsylvania,  
Ohio, and West Virginia

In these days of self-service shopping, getting your product prominently displayed is of greater importance than ever. What could better prove THIS WEEK's effectiveness as a "good shelf space getter" than the following statement from Thorofare's president.

**Mr. Smith says:**

“It has been our experience that a good product advertised regularly in THIS WEEK Magazine is thoroughly 'pre-sold' to the consuming public. That is why it gets good shelf position in our stores. We know in advance that THIS WEEK-advertised brands deliver the velocity and volume so necessary in this era of high speed mass merchandising.”

**Top grocery men all over the country will tell you:** If you want merchandise to move out of your stores with velocity and in volume, you want THIS WEEK at the top of your advertising schedule.

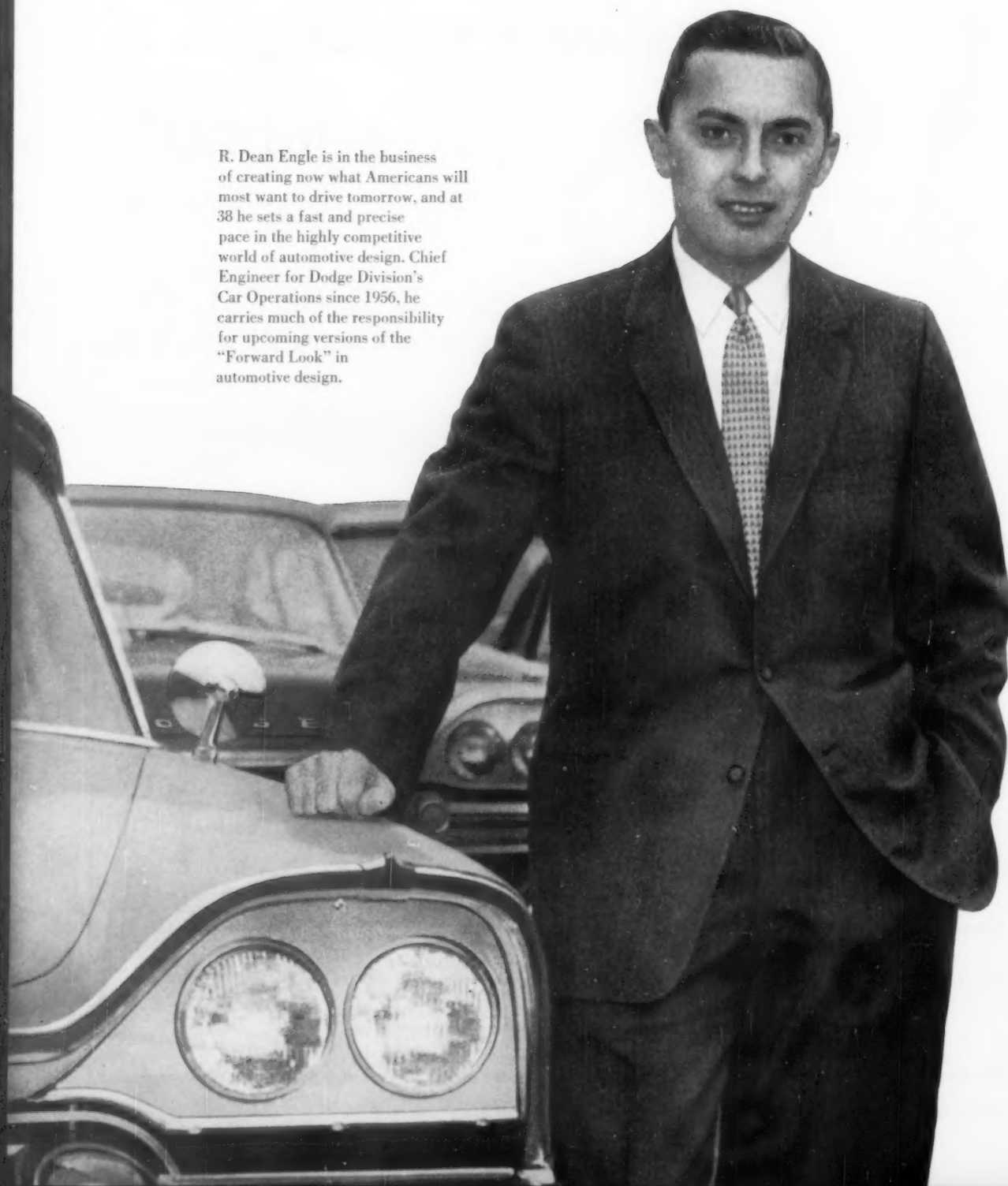
**Your advertising is read by more people in THIS WEEK MAGAZINE than in any other publication.** 12,000,000 families read THIS WEEK every week. Your advertising in THIS WEEK gets heavy newspaper coverage combined with high magazine readership . . . at a very low cost per thousand. THIS WEEK is today's most powerful selling force in print.

**The most widely read National Magazine in America sharing the power and prestige of 37 great Newspapers!**



## Time saved today

R. Dean Engle is in the business of creating now what Americans will most want to drive tomorrow, and at 38 he sets a fast and precise pace in the highly competitive world of automotive design. Chief Engineer for Dodge Division's Car Operations since 1956, he carries much of the responsibility for upcoming versions of the "Forward Look" in automotive design.



# speeds tomorrow's "Forward Look"

*"Today's hours are vitally important here in terms of what they contribute toward better automobiles for Americans to drive in the years ahead. Everything which helps us to apply these hours more efficiently is a must at Dodge."*

*That's why the manufacturers' catalogs maintained in our offices by Sweet's are in such heavy use. Easier to find and use than any other catalogs, they often spell the difference between time lost and saved in material and component selection."*

**R. Dean Engle, Chief Engineer—Car Operations**  
Dodge Division, Chrysler Corporation

There is no substitute, in industrial buying, for the ease and efficiency with which manufacturers' catalogs make product comparisons and selections possible. Industry's specifiers and buyers prefer catalogs to any other product-information sources, and take thousands of buying actions every day as the result of catalog use.

A basic tenet of efficient industrial marketing, therefore, is to make your catalog *as easy as possible* for specifiers and buyers to find and use. When you do, the inevitable result is more buying actions in your favor—more orders per salesman—lower costs per order—higher profits for your company.

In any or all of six basic markets (product de-

sign, plant engineering, metalworking production, general building, industrial construction, light construction) Sweet's can make your catalog easier to find and use than is possible by any other method of catalog maintenance in buyers' offices. Sweet's will classify and index your catalog, file it in bound volumes of manufacturers' catalogs that cannot be misplaced or lost, and maintain it in buyers' offices for *instant accessibility* whenever it is needed.

Any Sweet's office will give you full information about this unique marketing service—the benefits that 1,768 companies now gain from employing it—how economically it can bring new efficiency to the whole business of marketing your products.



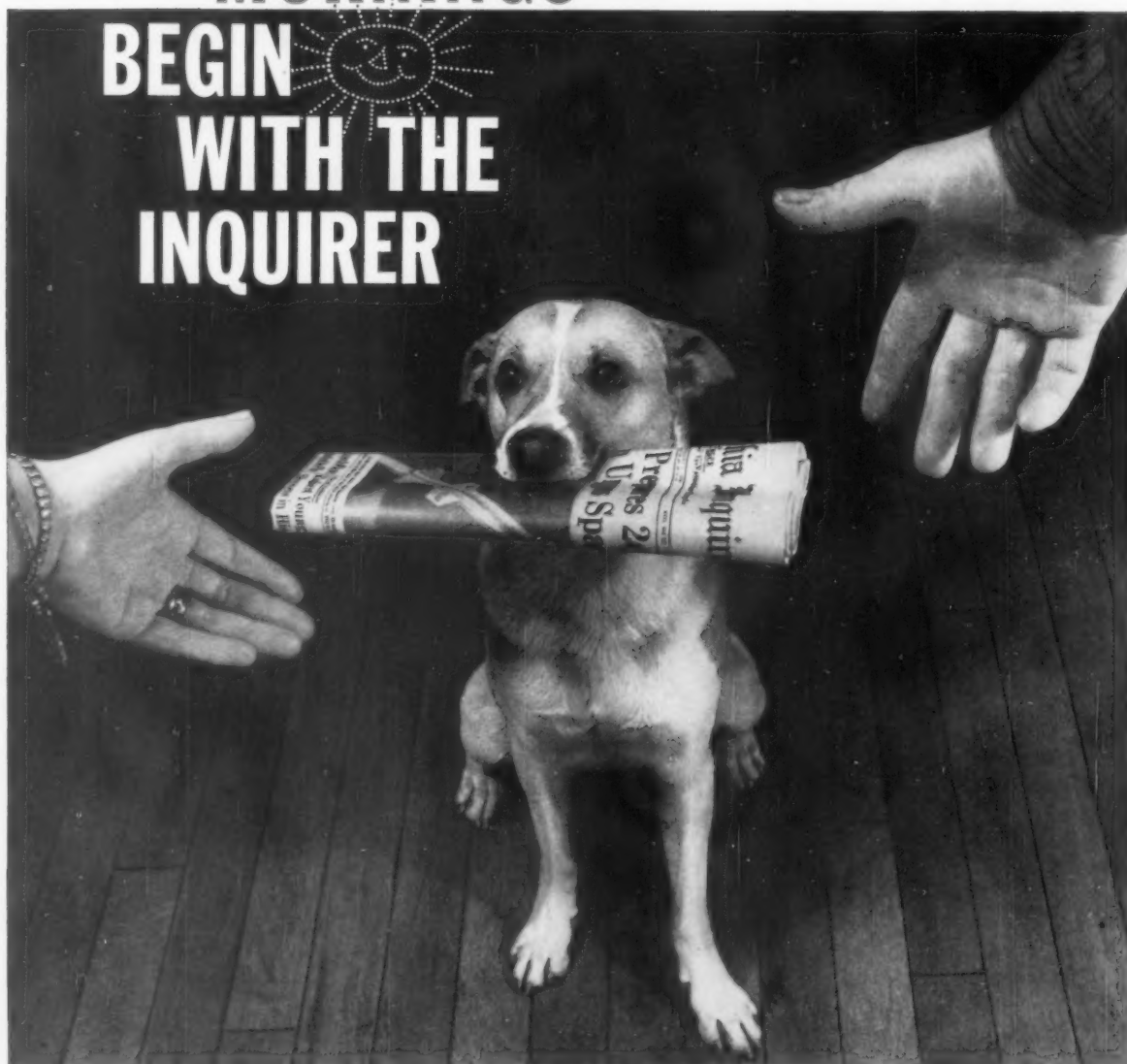
## **SWEET'S CATALOG SERVICE**

Division of F. W. Dodge Corporation, 119 West 40th Street, New York 18, New York. Service offices in all principal cities

*Sweet's helps you market . . . the way industry wants to buy*

# GOOD MORNINGS

## BEGIN WITH THE INQUIRER



DOGS' BEST FRIENDS are a majority in Inquirer families. Take the case of the foundling Fidos at the City Pound. Each year, on page three, The Inquirer sponsors a campaign themed: "Adopt a Dog for Christmas." And how the readers of this newspaper respond! For The Inquirer awakens emotions as well

as minds. It, frankly, tugs at heart-strings...inspires its readers, as it informs, amuses and entertains them. Such a climate provides a welcome atmosphere for advertising. And advertisers know it well...have made The Inquirer first choice in Delaware Valley, for 24 consecutive years!

### The Philadelphia Inquirer

*Constructively Serving Delaware Valley, U. S. A.*

**NEW YORK**  
ROBERT T. DEVLIN, JR.  
342 Madison Ave.  
Murray Hill 2-5838

**CHICAGO**  
EDWARD J. LYNCH  
20 N. Wacker Drive  
Andover 3-6270

**DETROIT**  
RICHARD I. KRUG  
Penobscot Bldg.  
Woodward 5-7260

**SAN FRANCISCO**  
FITZPATRICK ASSOCIATES  
155 Montgomery St.  
Garfield 1-7946

**LOS ANGELES**  
FITZPATRICK ASSOCIATES  
3460 Wilshire Boulevard  
Dunkirk 5-3557



Delaware Valley, U.S.A.—14  
county Retail Trading Area...  
home of 5,200,000 people  
... Philadelphia is the hub.

SALES MANAGEMENT



# SIGNIFICANT TRENDS

## Marketing News as Viewed by the Editors

**NOTHING TO TALK ABOUT.** If it weren't for changes in the weather, half the population couldn't start a conversation! An exaggeration? Perhaps. But, answer this: How many interesting conversations have you been in recently on the state of business?

It's funny how just a few months ago, everybody was talking business, waving arms, quoting statistics. We were then in a recession. A recession hurts, **but it's exciting.** It's something to talk about! Before that we were in a boom, a swelling, record-breaking, money-making period which was also exciting. It, too, was something to talk about.

But now, early in the fall of 1958, our business situation is neither fish nor fowl. Business is neither soaring nor sliding. There's nothing exciting; there's nothing to talk about!

**But, there is lots to think about.** You can think about the mistakes you made in the boom that hurt you in the recession. You can make plans to avoid such errors in the years ahead. You can think about the new problems you are going to have in trying to sell at a profit in today's high-cost, highly competitive economy.

You can think about ways to make business better, rather than wait for it to get better. And, you had better start acting on some of the ideas that you come up with, because—contrary to wishful thinking by wistful thinkers—**there is no new boom likely for quite a little while yet.** Improvement during the rest of this year will be slow—probably continuing at a modest rate during the early months of 1959. Then, depending on more variables than there are in a meteorologist's vocabulary, the economy **may** enter into a boomy period worth talking about.

**Let's face facts.** Even if the optimists have their way, there won't be any buoying boom for **at least** six to eight months. Can your company afford to

wait? Or had you better try to make your own boom?

**It's possible.** It is done regularly by thinking people in acting companies. We don't know of any magic formulas to help you do it. But, we do know, through our day-to-day contact with sales executives in almost every industry, that there are roughly five major ways that a company, or an industry, can create its own boom (or boomlet) regardless of general business conditions. Here they are:

**1. Introduce new products.** Hazardous? Yes! But take a look around at other companies, other industries, and see how new-product-mindedness has paid off handsomely. Look at business machines today. Hi-fi (including the new stereo). Detergents. Lighting. Building materials. New metals. Electronic, automated, multi-purpose machinery. There are 170 million people in this country; 50 million families. There is nothing you can do that will more quickly double your sales (and your profits) than to find, develop and introduce a new product that can be used, enjoyed or consumed by even a portion of this innovation-hungry populace.

**2. Find new markets.** Not every product has the myriad uses of Scotch tape. Not every industrial product fits into a home workshop. But, chances are good that there are new fields in which your product can be used. Maybe you'll have to make it bigger or smaller, rename it or redesign it, sell it on credit or lease it. Nevertheless, there probably exists at least one unexploited market for you. Find it. Create it. Build it. Once upon a time food freezers were sold only commercially; only offices had typewriters; it was hard to find a home with two telephones. New markets are created by new ideas. Think!

**3. Exploit your present markets.** A market consists of the **potential** buyers of your type of product. Figure your share of market as your share of the

(continued on page 21)

# The MAJOR SHIFT in



The net paid circulation of "U.S. NEWS & WORLD REPORT" is triple what it was ten years ago.

This dramatic circulation growth makes clear the extent to which the important people in business, industry, finance, government and the professions are turning to "U.S. NEWS & WORLD REPORT" for the essential and useful news they need today.

What's happening here is a major shift in the reading preferences of important people.\*

*And it's a shift that is gaining in momentum.*

Just five years ago some 159,000, or 25.5% of our subscribers, said they were former subscribers to News Magazine "B."

Today that figure for the same magazine is 331,000! And the percentage has gone up to 31.5%.

Five years ago, some 126,000 of our subscribers (20.2%) had been subscribers to News Magazine "C" before they shifted to "U.S. NEWS & WORLD REPORT."

Today, the former readers of that magazine number about 264,000. The percentage is also up, to 25.1%.

The job of living and doing business in these quickly changing and complex times compels people with the big responsibilities to rely on the complete news they find each week in "U.S. NEWS & WORLD REPORT."

Advertisers have recognized the significance of this shift in reading habits. The number of advertising pages in "U.S. NEWS & WORLD REPORT" has more than doubled in the last ten years.

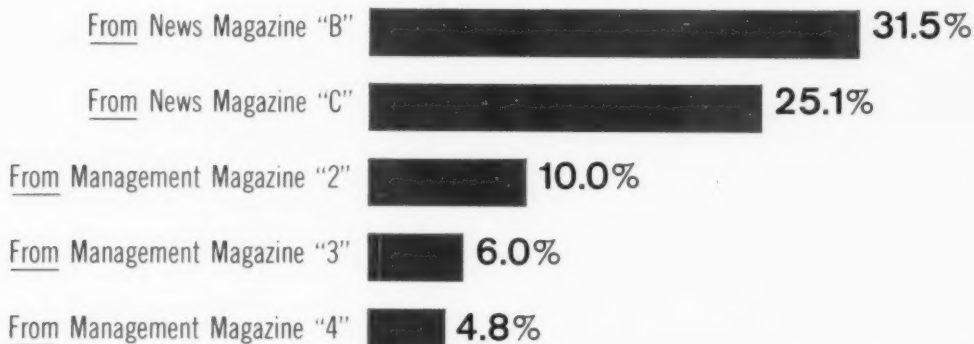
This growing shift in reading preference explains why this concentrated audience of high-income managerial people is a market not appreciably duplicated by any other magazine in the field—why these people so strong in buying power and so strong in decision power can be covered only in "U.S. NEWS & WORLD REPORT."

And this coverage is available to advertisers at the lowest per-thousand cost of any magazine in the field.

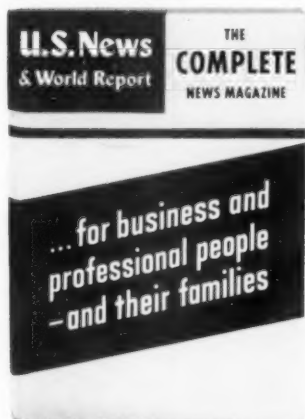
# reading preferences continues

...among America's important high-income people

## PERCENT OF SUBSCRIBERS WHO HAVE SHIFTED TO "U.S. NEWS & WORLD REPORT" FROM OTHER MAGAZINES IN THE FIELD



Source: Survey of "U.S. News & World Report" subscribers, May, 1958



## U.S. NEWS & WORLD REPORT

America's Class News Magazine

Ask your advertising agency for "Study of Past and Present Reading Habits of 'U.S. News & World Report' Subscribers," or contact our advertising offices at 45 Rockefeller Plaza, New York 20, N. Y. Other advertising offices in Boston, Philadelphia, Cleveland, Detroit, Chicago, St. Louis, San Francisco, Los Angeles, Washington and London.

*more than a million*  
**USEFUL NEWS FOR IMPORTANT PEOPLE**

—a market not duplicated by any other magazine in the field.



## Convenience, says Mr. Chandler, is a two-way street

Butter, brushes or bolts, you package your product for the customer's convenience.

It is equally good business, suggests R. Carl Chandler, Board Chairman, Standard Packaging Corporation, to consider your own convenience when choosing a packaging supplier.

Equally at home with paper, film or foil, Standard

offers you decided advantages: Extensive national-brand experience. Impartial counsel, based on your specific sales and production requirements. Big-company quality control. The efficiency and economy of dealing with fewer sources.

And the security of working with one of America's most highly regarded packaging organizations.



**STANDARD PACKAGING CORPORATION**  
551 Fifth Avenue, New York 17, N. Y.  
CONVENIENCE PACKAGING: FILM • FOIL • PAPER

ALLEGHENY LABEL DIVISION, CHESWICK, PA. • BRADLEY & GILBERT DIVISION, LOUISVILLE, KY. • FULLER LABEL & BOX DIVISION, PITTSBURGH, PA.  
FLEXIBLE PACKAGING DIVISION, CLIFTON, N. J. • GEBHART FOLDING BOX DIVISION, DAYTON, OHIO • MODERN PACKAGES DIVISION, LOS ANGELES, CALIF.



## Significant Trends (continued)

potential buyers, not as your percentage of total sales. Spend more time going after those that could use the product but don't. Put less emphasis on taking customers away from competitors. Switching customers is frequently harder work than creating customers. For most industries the **actual** buyers represent only a small percent of the **potential** buyers. You can stay in business by sharing buyers with your competition, but you are more likely to prosper if you beat bushes that have never been beaten before.

**4. Make your advertising work harder.** Get your prospects excited about what you have to sell. Let them know about it. Make them want it. Advertising is a powerful weapon. The soap companies will tell you this. Revlon knows it. Piel Bros. has sold a lot of beer with it. Carter has sold quite a few liver pills, too. But, some firms use advertising simply to sustain sales, not with the express purpose of creating them. Advertising is like personal selling, a half-hearted approach seldom gets the order. An enthusiastic, exciting, sincere presentation, on the other hand, puts the prospect in a buying mood, in a frame of mind that results in sales. Take a close look at your advertising. Is it exciting, or is it simply expensive?

**5. Sell like hell.** Most salesmen, even your best salesmen, operate well below capacity. It's up to you to give them the incentive to increase sales even beyond the limits they set for themselves. Force isn't the answer. Inspiration is. An inspired salesman can work wonders. For proof, offer a gold-plated Cadillac to the man who brings in the biggest order next week. And don't eliminate yourself from the competition. How much business do you think you'd get in the next seven days? Of course, with such a prize it wouldn't be profitable. But, it would show you, and your salesmen that they can sell like hell when there's a better-than-average incentive. Sell your salesmen on selling more. This can be the single most important thing you can do. And it is the surest way, **the best way to make your company boom!**

**PEOPLE ON THE MOVE.** Last year 31,384,000 people changed residences. That's roughly 8 mil-

lion families, or approximately one family out of every six. Most significant to marketers is the fact that one-third of these people moved into a different county from the one in which they had been living.

**SALESMEN ALL!** In a company-sponsored experiment the 13,000 persons employed by Minneapolis-Honeywell Regulator Co. in its Minneapolis plants turned salesmen—and in two months they sold more than \$20,000 worth of controls.

The Honeywell "Star Salesman" program was so successful—encouraging employees in off hours to influence friends, relatives, heating dealers and builders to install all-Honeywell control systems in homes and other buildings—that a second two-month campaign has been started. Also, the program may be extended to all Honeywell plants in the U. S., thus adding up to 30,000 additional "salesmen" to its existing field organization.

Included in sales rung up by employees were control systems for three new churches, a government building, a dance studio, a funeral home and many new residences. The grand prize winner, who received \$100, persuaded a builder to use Honeywell controls in more than 700 homes being built in Minneapolis and Florida.

### Interesting, if not Significant . . .

Sales of amateur **movie cameras** are expected to approach 1 million units this year, a gain of more than 100% since 1954 . . . A **sleeping pill** that will wake you up in 7 or 8 hours is now being test marketed. The product is virtually a pill within a pill. The outer part puts you to sleep; the inner part goes to work a specified number of hours later to wake you up . . . The average **super market** serves 5,500 customers who buy \$21,000 worth of goods a week . . . A New York corporation will soon be selling **shirts** to laundries for rental to customers—similar in operation to household linen rental . . . There are 37½ million **youngsters** in elementary and high schools . . .





IT PAYS

TO CALL IN

A BUSINESS SUIT

WHEN YOU CALL ON

A BUSINESSMAN

It's easy to distract a management man's attention from your sales message by selecting "relaxation" media. But, happily, it's easiest to sell him if your advertising is dressed in a business suit. Best-tailored for management advertising is Business Week...it's all business, content and circulation. No other general-business or news magazine offers you so much management readership per advertising dollar.

BEST-READ AT  
LOWEST COST



A McGraw-Hill Publication;  
Member Audit Bureau of Circulations



F. P. MAXWELL, DELTA POWER TOOLS

## HOW DELTA USES THE YELLOW PAGES TO PIN-POINT ITS 1,000 DEALERS

"This and all Delta ads carry the line 'Look in the Yellow Pages of your telephone directory for your nearest franchised Delta dealer,'" says F. P. Maxwell, Vice President, Delta Power Tool Division of Rockwell Manufacturing Co., Pittsburgh, Pa.

"We can design a power tool that industry and the public need, and arouse interest in it through national advertising. But the final and most important step is telling the prospective customer *where he can buy it.*"

"At present, more than 1,000 dealers are listed under the Delta trade-mark in 276 directories. Trade Mark Service is extremely successful and plays an important part in our marketing program."

Do you want to pin-point branch offices, distributors or retail outlets for prospects? Call your telephone business office for information!



DELTA DEALERS like William K. Toole Co. Pawtucket, R. I., cash in from Delta's advertising by being listed under its trade-mark in the Yellow Pages. "This attracts the prospects who look for the Delta brand," says William K. Toole II.

### DELTA POWER TOOLS

Low-cost, high-production metalworking and wood-working tools for industry. Drill presses, circular saws, metal lathes, grinders, abrasive finishing and cut-off machines, radial saws . . . home workshop power tools.



**"WHERE TO BUY THEM"**  
INDUSTRIAL & HOMECRAFT  
DEALERS

TOOLE WM K CO  
76 East Av . . . . . PA wtucket 3-9000

THE DELTA TRADE-MARK and dealer listings in the Yellow Pages of 276 telephone directories help dealers benefit locally from Delta's national advertising.

SALES MANAGEMENT



## LETTERS TO THE EDITORS

### helped but not coddled

EDITOR, SALES MANAGEMENT:

Thanks and congratulations on running Louis Cassels' good article "Can You Help the Problem Drinker?" in your August 15 issue (p. 29).

Mr. Cassels certainly knows what he is talking about! I can affirm his statements from my own experience because I personally fought the "battle of the bottle" at a time when the public was not so well informed into the disease of alcoholism as it is today. I was fired from a number of good jobs and literally lost my shirt before I found out what was wrong, and recovered. This, I owe to A. A.

I am a member of the 4021 Club of Alcoholics Anonymous here in Philadelphia, and several of my colleagues are salesmen who were "on the bottle" at the same time they were "on the road." They know from bitter experience that the sales curve is, for them, in inverse ratio to the bourbon curve. The one goes down as the other goes up. Now they are salesmen again—and darned good ones.

I'm glad Mr. Cassels emphasized the fact that alcoholism is a *disease*, and a very costly one to our economy. Such important firms as he mentioned have found that it is far less expensive to reclaim the skilled worker who is having a booze problem, than it is to fire him outright and train a replacement. This means that he is to be genuinely helped, and given a reasonable time to absorb that help—but *not* coddled.

Robert J. Church  
Market Extension Division  
Minneapolis-Honeywell Regulator  
Co.  
Philadelphia, Pa.

### through manufacturers' eyes

EDITOR, SALES MANAGEMENT:

The field of distribution, wholesalers, direct selling, brokers, as well as captive or warehouses of the chains, employs more people and actually needs more help and ideas than the sales departments of the manufacturers. An expansion into this field might not only be of help to the wholesalers who are now subscribers, but no doubt would give the sales departments of some of the manufacturers a better understanding of the distributor's problems. Even though your fine magazine is not edited for fellows like

myself in the wholesale business, I have received a great deal of value and have used many of the ideas presented.

F. W. (Bill) Mohr, Jr.  
President  
Dacotah Paper Co.  
Fargo, N. D.

### selling the burnt thumb

EDITOR, SALES MANAGEMENT:

The article on the expanding outdoor charcoal grill industry in the July 18 issue of SALES MANAGEMENT ("Selling the Burnt Thumb Market," p. 38) was both extremely interesting and timely. On July 8 at the Housewares Show in Atlantic City a new association was formed representing the manufacturers of charcoal grills. It is the Charcoal Grill Manufacturers Association, an affiliate of the Institute of Appliance Manufacturers.

Vincent W. Veno  
Secretary  
Charcoal Grill Manufacturers Ass'n.  
Washington, D. C.

### "have guts, will travel"

EDITOR, SALES MANAGEMENT:

Noted with great interest American Smelting and Refining Company's slogan in August 1st publication (Letters to the Editor, p. 25) — "Have Guts, Will Travel." May I suggest that this slogan would perfectly suit the gentlemen who sell "Animal Guts" to sausage manufacturers. It may not sound very appetizing, but it certainly is apropos.

Louis A. DeCesare  
North East Manager  
Jacob Ruppert Brewery  
Boston, Mass.

### the battle is over, boys!

EDITOR, SALES MANAGEMENT:

Traditionally, soiled cottons must be washed in suds which have a temperature suitable for the purpose; in other words, hot—if the soiling is serious. On this fiber we do not have to worry about the setting of wrinkles at higher temperatures. We are concerned only with the cleaning action of suds on a fiber which is not



IDEA NO. 139

### June is for Brides . . .

Also for Dads, grads, and dairies, too, says the American Dairy Association, Chicago. Adv. Assistant Donna Walters chose this colorful "June is Dairy Month" Bumper Strip, silk-screened on Kleen-Stik 300-V. This all-over self-adhesive stock has it "all over" other types for holding tight to car bumpers thru wind, sun, and rain. Production by Dave Fishback and Mike Russ of Screen Process Printing Co., Wichita. Interesting innovation: special reflective ink makes the key message shine out day and night!

### Outstanding

### P.O.P. Ideas

Featuring the World's Most Versatile Self-Sticking Adhesive!



IDEA NO. 140

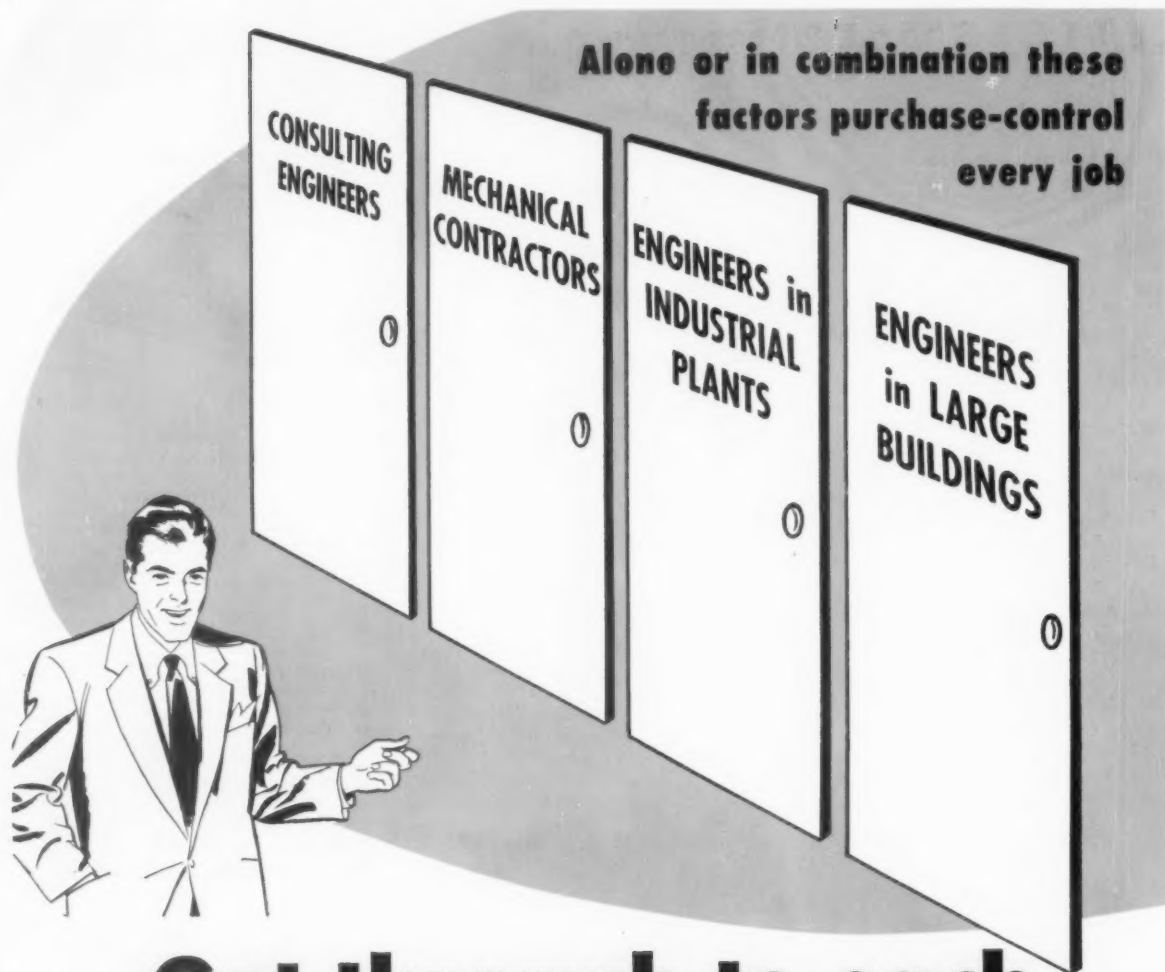
### Thar She Blows!

A "whale" of a selling idea is this outdoor sign prepared by the New England Gas & Electric System, in Cambridge, Mass. Brilliantly screened on Flex-Stik "B", it rides the sides of 325 service trucks throughout the state. Rubber-saturated Flex-Stik laughs at oil, grease, acid, and weather—even the New England kind! Creation was a joint enterprise of R. H. Graham, Adv. Supervisor, with Copywriter D. C. Ring and Artist R. H. Holmes. Production handsomely handled by Jim Thomson for Buck Printing Co., Boston.

Outdoor or indoor—KLEEN-STIK helps you create hard-working P.O.P. displays that go "all out" for sales! Send for your free copy of valuable booklet . . . "101 Stik-Triks with Kleen-Stik".

### KLEEN-STIK Products, Inc.

Pioneers in Pressure-Sensitives for Advertising and Labeling  
7300 W. Wilson Ave. • Chicago 31, Ill.



## Get through to each to sell any product used in heating, piping, and air conditioning

Besides their undisputed control of purchasing in this field, what do these KEY factors have in common?

Collectively they are the reader-audience of Heating, Piping & Air Conditioning . . . and no other publication gets through to them like HP&AC. The fact that every copy is *paid for* gives the proof.

But the largest and only fully paid (ABC) circulation in the field isn't the only point in HP&AC's favor. It also leads its nearest rival by over 2 to 1 in advertising volume, carries more

editorial pages by far, has more advertisers, and is used on an exclusive basis by more advertisers.

Conclusion: If you want truly ACTIVE and RESPONSIBLE help in getting through to your prospects, concentrate your advertising in HP&AC. It will meet *face-to-face* the engineers and contractors indicated above PLUS the field's important wholesalers and the original equipment manufacturers who are large-scale buyers of accessory products required in factory-built assemblies.



### Heating, Piping & Air Conditioning

Air Conditioning Headquarters

KEENEY PUBLISHING CO., 6 N. MICHIGAN AVE., CHICAGO 2



## LETTERS

susceptible to damage from heat and if dyed with fast colors will withstand any reasonable washing condition. The writer has been very explicit in specifying cotton, rayon and linen in all his discussions and the reference to man-made fibers is not only incorrect but obviously very confusing.

H. F. Herrmann

Executive Secretary  
Vat Dye Institute Inc.  
New York, N. Y.

► See "Wash and Wear—It's Red Hot News," May 16, p. 40, and Letters to the Editor, July 4 and Sept. 5.

### perhaps some inspiration

EDITOR, SALES MANAGEMENT:

What do I get out of SALES MANAGEMENT? . . . An idea now and then, a lot of news, and, who knows, perhaps some inspiration.

William T. Hurley, Jr.  
Vice President in Charge of Sales  
Reed and Barton  
Taunton, Mass.

EDITOR, SALES MANAGEMENT:

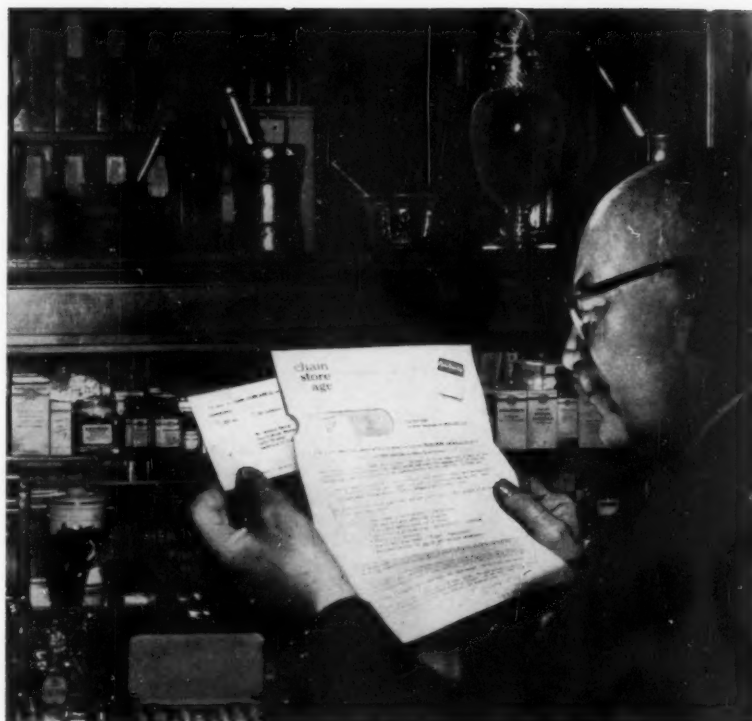
I might not have subscribed to SALES MANAGEMENT had it not been for the fact that I have used the SALES MANAGEMENT buying power information (May 10 *Survey of Buying Power*) on a complete territory analysis . . . I have a discouraging outlook on most magazines, feeling that the articles have been written by some young trainee who has had a sales management course in college but has never dealt in face to face relationship with people in the field . . . Evidently your people have had a lot of practical marketing work back of them and are able to discard many of the hog-wash articles which I have seen elsewhere.

Jack L. Rinn  
Director of Marketing  
Hansen Glove Corp.  
Milwaukee, Wisc.

EDITOR, SALES MANAGEMENT:

We find one or more tear out articles in each issue. SALES MANAGEMENT is a must in my reading.

D. J. Champion  
General Sales Manager  
The Champion Rivet Company  
Cleveland, Ohio



## Don't squander Reply-O-Letter leads on your salesmen all at once

*Dole them out just enough at a time —  
to keep your salesmen opening doors  
on live leads all day long.*

Why not give them out all at once? Because with Reply-O-Letter you get so many more inquiries (usually 30 to 40% more) that your men might be confused by the quantity and lose respect for the quality.

And Reply-O-Letter inquiries are the highest quality leads you can get. In fact you can tighten up your sales appeal to heavily qualify your prospects—and still the leads roll in.

Find out how Reply-O-Letter with the built-in reply card works to put new vigor into your sales program — how we keep your salesmen sold on the value of Reply-O-Letter leads — how our skilled letter writers and artists help put across your sales message. We've been doing it successfully for 25 years.

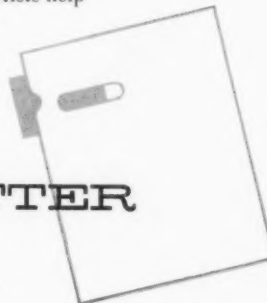
Get further details about the sales forces we serve. Write for a copy of our booklet "It Was Answers He Wanted." On your letterhead, please.

## REPLY-O-LETTER

2 Central Park West, New York 23, N.Y.

Sales Offices:

New York • Boston • Chicago • Detroit • Cleveland • Toronto



*A vital message to every maker of containers,  
packaging supplies and packaging equipment...*

**Biggest  
packaging  
magazine  
announces  
extraordinary  
market  
coverage  
program**

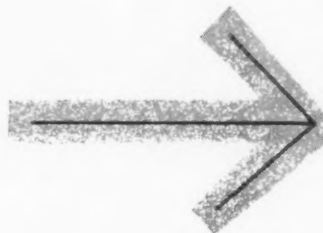


**I**n this day and age, practically every manufacturer in almost every industry puts his products into packages. Fact is, even the largest packaging supplier could exhaust his budget trying to advertise to them all.

But when you consider that just 16% of the nation's plants turn out almost *nine-tenths* of its total output, the problem begins to assume manageable proportions, *provided—*

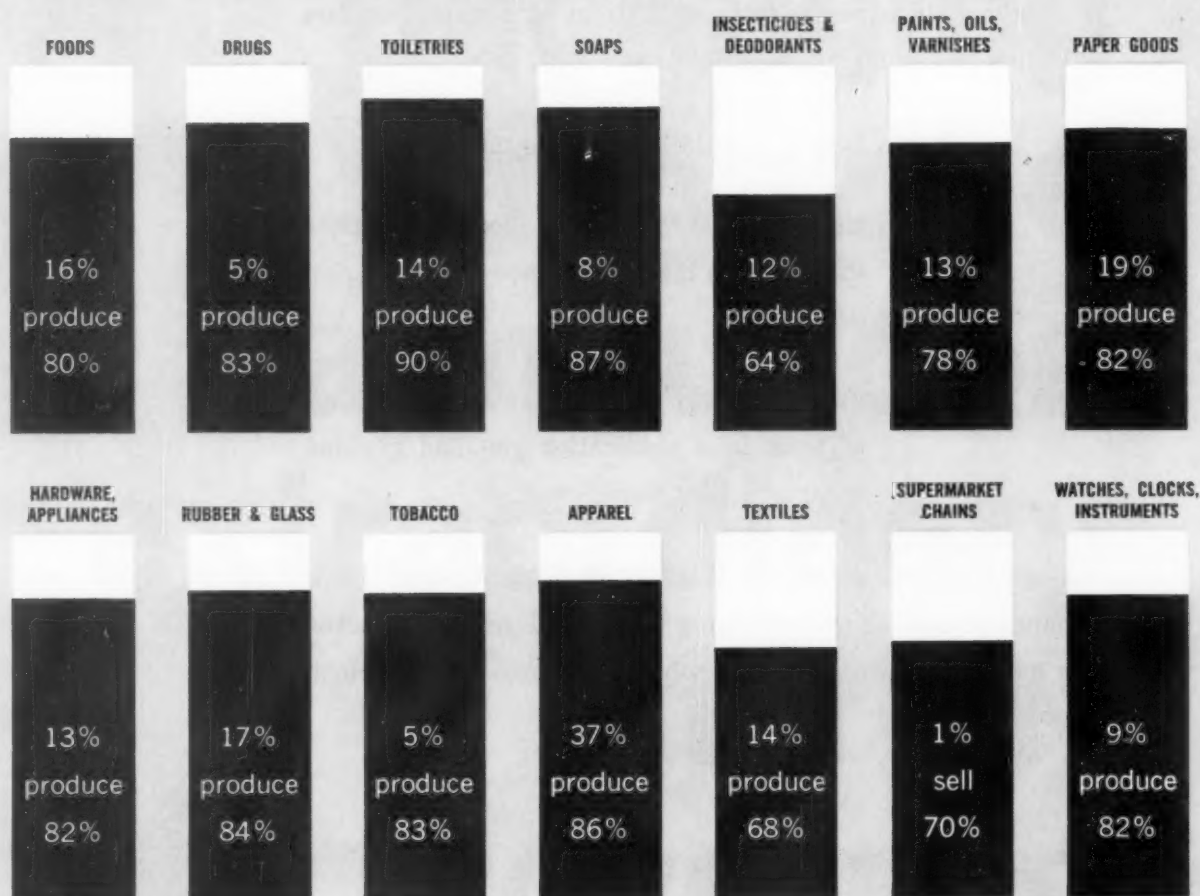
- 1 . . . that you could locate these big plants
- 2 . . . that you could identify the specific executives in them who make and shape the packaging decisions
- 3 . . . that you could deliver your message to all of them in a publication you had genuine assurance they would read

Beginning next January, MODERN PACKAGING — the dominant influence in the packaging field for 31 years — launches a major new program that solves this three-part problem.



# Now... **MODERN** pinpoints your market

## MODERN PACKAGING'S TARGET PLANTS DOMINATE PRODUCTION IN THEIR INDUSTRIES



The industries charted here are the giant users of packaging. Together, they constitute the "packaging market". In each of them, the new "market-engineered" MODERN PACKAGING takes dead aim at the relatively few big companies, the mass packagers, who monopolize total manufacturing output. This chart is vivid evidence that you'll no longer need to scatter your

advertising throughout a budget-eating maze of vertical business-papers and special-purpose media... And because one publication *alone* will now cover the packaging market, even the leanest advertising budget will be able to pick up impressive gains in frequency of insertion and size of unit—and reduce production costs at the same time.

# PACKAGING

## ...then makes it listen

### How this exclusive program works

#### FINDS YOUR MARKET

- "Big" plants are targeted

U.S. Census check reveals exact number and size of the plants that dominate output in each of the package-using industries.

- They're identified by name

Using Dun & Bradstreet and the nationwide investigative facilities of Western Union's Special Services Division, the *names* and *locations* of these target plants are determined. Additionally, each plant's *size*, the *products* it makes, and the multi-plant status of its parent company are verified.

- Packaging executives within plants are tracked down

Western Union's Special Services Division interviewers make *direct* contact with top management in "target" plants to obtain the *names* and *titles* of the key executives who shape and make packaging decisions.

- Executives' names are checked against MODERN PACKAGING's present circulation

- Non-subscribers are added to the circulation

#### MAKES IT LISTEN

- New "executive conference" method sells readership

Members of MODERN PACKAGING's new Readership Development Group personally brief packaging executives on the basic reading values of the magazine that invests more money and talent in gathering and interpreting packaging developments than any other publication. In face-to-face discussion, these editorially-trained represent-

atives demonstrate *what* the magazine is, explain *where* it fits the reader's specific job responsibilities, and tell *how* to use it.

- Personal letters keep interest whetted

Each month, MODERN PACKAGING readers receive *first-class letters* calling attention to specific articles. These letters, sent by the Readership Development Group members, interpret the articles in terms of *each reader's own product-packaging interests*.

### ...to give you "one-book" access to the nation's mass packagers

This extraordinary program, MODERN PACKAGING's latest contribution to the field in which it holds the leading position, brings the sprawling packaging market into sharp, identifiable focus for the first time. Beginning in January, you can—

- Talk person-to-person with the right men in the right companies.
- Eliminate relatively expensive and wasteful vertical coverage, except in key markets where it is specifically required.
- Cover top management in package-using industries without adding costly big-circulation media.
- Develop worthwhile inquiries without fear that salesmen will waste valuable time tracking down companies and individuals with insignificant buying potential.
- Make promotion dollars more effective by concentrating them in the prime market, getting greater frequency of impression in larger, more dominant advertising space.

Starting next January—to a greater degree than ever before—your advertising in MODERN PACKAGING becomes the cornerstone on which to base your entire promotional effort to the packaging market...MODERN PACKAGING, a Breskin Publication. 575 Madison Avenue, New York 22, N.Y.

Member: Audit Bureau of Circulations, Associated Business Publications



# FLORENCE

*the milky way market*

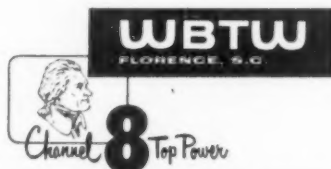
**Buy selling time with WBTW!**

Accurately measure your advertising investment with results in Florence,  
*"the Milky Way Market."*

More than 121 National Advertisers are enjoying satisfying sales results by using WBTW, the only VHF Television Station in the entire 78-mile area.

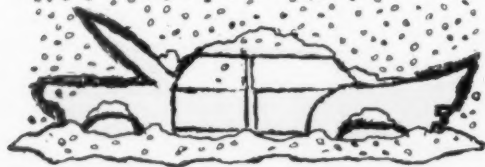
Selective programming from all three networks creates perfect adjacencies for your product. The potential: One Million with One Billion!

**BUY SELLING TIME WITH WBTW!** Call  
CBS Television Spot Sales.



JEFFERSON STANDARD BROADCASTING COMPANY





## "Permanent" Claim for Antifreeze Backfires on Its Sponsors

You can trade up your customers to a premium grade by selling its features. But don't overstate your case. This winter's antifreeze sales will go down: Marketers termed glycol "permanent" so motorists refuse to refill. Now marketers must un-merchandise their earlier advertising.

By **GEORGE P. NICHOLAS**

"We said permanent but we didn't really mean permanent," the antifreeze makers are busily telling motorists.

This fall, again, their promotions are devoted less to plugging the product—and more to stating its limitations. Louder than ever they are saying:

"That is, we recommend the permanent type (\$3.25 per gallon) over methanol (\$1.60). But it isn't permanent!"

With record advertising budgets, retail programs and more ballyhoo than motorists heard when they were

being urged to drain out the old sludge and pour in some fresh motor oil, the antifreeze makers are emphatically stating antifreeze — even "permanent" antifreeze — is good for one winter only.

If there is a note of hysteria in these proceedings, it is because the marketers have found themselves with an overpromoted product: Comes the first freeze and motorists re-install last year's vintage—if they haven't been using it all summer long.

Re-use, as the industry calls the problem, costs the marketers dearly.

Last year it cost \$35 million at

retail, according to Dow, one of the top private brand suppliers. (1957's total retail volume: \$275 million.) In three years, while the number of vehicles on the road zipped up from 62 million to 67 million, according to Automobile Manufacturers Assn., production of antifreeze dropped from 110 million gallons to 107 million, according to Chemical Specialties Manufacturers Assn.

"For a number of years, there has been a contradiction between industry sales and market potential," says Paul R. Smith, general manager of the automotive specialties department of Commercial Solvents Corp., whose Peak is one of the top-ranking makes.

"Twice we collected data on radiator capacities, vehicle registrations, types of antifreeze used. The figures disagreed with industry totals. Then we went to the consumers. We found 40% used antifreeze for more than one winter."

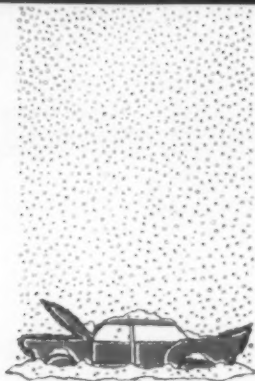
Dow agrees with the 40% figure—but adds that half of those car owners re-use for more than two years, which means more than one-fifth of the market abstains each year. Du Pont, owner of one of the top manufacturer's makes, found 43% of dealers believe antifreeze is "permanent"; another 12% won't be pinned down on the subject.

Next month, when those motorists who buy their antifreeze in advance make their purchases, and in November, when the others freeze their toes at service station lineups during the first snowfall, marketers will know if the year's exhortations have been to any avail.

To the consumer press and public they are saying yes. After all, didn't motorists learn to change their oil? But, questioned further, they admit spring sales of rust inhibitors were normal, which means last year's antifreeze wasn't drained out at the winter's end.

How did these marketers find themselves in competition with last year's production? There are many reasons—and more explanations.

The problem (marketers say) developed during World War II when, with conservation being the order of the day, motorists readily re-used antifreeze. Engines were smaller, installed with lots of air around them, and gas was rationed; a Japanese fan



(continued)

could have replaced the radiator. Even the government promoted re-use.

The habit survived the conditions from which it sprang.

At the war's end service stations began to encourage re-use because draining radiators on the new models was becoming a tedious process. Car dealers would promote "permanent antifreeze" as a selling point. Used car dealers learned to drain all radiators in spring, re-install the used antifreeze in the unsold cars in winter.

More recently, the problem became more acute: Motorists shifted to the type of antifreeze believed permanent.

Ethylene glycol costs twice the price of methanol but last year accounted for 82% of the gallons sold. (The 1955 gallonage: 72% of total.) While the percentage of glycol re-users has remained steady, increased glycol sales have increased re-use.

The shift to glycol is one of the most dramatic examples of an industry upgrading its customers' tastes. Although glycol has few advantages over low-cost methanol, many motorists will tell you methanol will crack a motor block on the first freezing night. While gallon sales have decreased, increasing glycol sales have increased dollar volume.

But, when the marketers unwittingly labeled glycol "permanent," they oversold the product—and undermined future sales.

Many brands are labeled permanent, including some of the top-selling private labels and two of the four manufacturers' makes: Olin Mathieson and Du Pont huff and puff about re-use—but Olin calls its glycol product "Permanent Pyro" and Du Pont calls its Zerex "Permanent Type Anti-Freeze." Few marketers can get together on who coined the term.

Industry old-timers say the term was first bandied about in 1927, when the National Carbon Division of Union Carbide brought out Prestone, the first glycol antifreeze (now the top-selling brand.)

Prestone retailers, they say, were instructed to promote fall re-use. Be-

cause of the high retail price of the product then—it was introduced at \$6 per gallon, soon brought down to \$5—motorists had to be given good cause to install Prestone rather than the home remedies like glucose, glycerine, molasses and raw alcohol being used at the time. (Methanol didn't make its debut until 1934.)

"This charge is one of the legends of the industry," says Prestone's sales vice-president, R. P. Bergan. An antifreeze dealer salesman during the 1927 introduction, Bergan says Carbide never suggested in its promotions or on the product label that Prestone was permanent. No telling what an over-zealous salesman might do, however, he adds.

Whatever the cause, a large segment of the motoring public swears on last year's antifreeze and the marketers are boiling over. Examples:

- "Why torture your motor?" Bad Guy John Carradine asks ominously in one of a series of dealer movies for Olin Mathieson, one of the top three private brand makers and a marketer of its own brands.

- A words-and-music vinyl record telling dealers re-use is *not* o.k. ran in the April *Motor* as part of an educational campaign by Union Carbide Chemicals Co., the private label antifreeze division of Carbide.

- Institutional ads, flip charts, slide films and movies, including a consumer flick, "A Car Is a Woman," are being used by Dow.

Media are treated to the spectacle of three advertisers acting like the Campbell's Soup of the industry with good reason: Each of these marketers is big.

Ten corporations account for 97% of industry production. Because the retail end of the industry is controlled by oil company service stations, private brands account for nearly half of the volume.

What's more, the four marketers of their own brands—only Union Carbide's National Carbon Division, Du Pont, Commercial Solvents and Olin Mathieson mix their own—are also running institutional campaigns.

But, while the private label makers use institutional ads because of lack of a brand name to sell, the own-make marketers use them for lack of brand features to sell.

Glycol is glycol and methanol is methanol.\* Dow found 71% of dealers feel there is no important difference between brands.

Comes the winter and the own-brand companies will add a new fillip to their promotion efforts.

Going on the theory that service stations do—or *can* do—a better job of educating about re-use than over-the-counter outlets, the marketers will introduce a retail program designed to benefit service stations most.

That, at least, is the theory. But the announcements talk more about more sales for everyone at fair trade prices.

"There are two primary reasons for the program," says Commercial Solvents' Smith, for example. "First, it enables dealers to make larger sales. Then, it holds prices."

Now, both aims are logical ones. True, the marketers sell many accessories that are well worth promoting. And the price problem is becoming a critical one.

(Because antifreeze has a peak season, the low-markup outlets find it a promotable loss-leader. These outlets include not only the automotive accessory discounters but grocery chains like A&P, drugs like Sun Ray and Walgreen. A Du Pont survey indicated 28% of glycol buyers buy below the \$3.25 fair trade price. Advertised prices are as low as \$1.79. Discounts like this place glycol in competition with methanol, whose \$1.60 price tag generally prevails; they may well be the one big factor in glycol's spectacular rise.)

Holding the price line and promoting bigger tickets, though, are only *secondary* reasons for the program. The biggest reason is to fight a re-use at the point of sale — by changing the point of sale.

This is the way the program works:

Motorists have their radiators filled with glycol by any participating dealer. They receive a dealer's guarantee to replace at the winter's end any antifreeze that evaporates. Manufacturers discount 6½ cents per gallon for use against replacements.

This is what the program will do:

- Hold the price because discounters cannot afford to keep guarantee records or examine radiators in the spring.

- Promote sales of items like cleansers, sealers, fan belts, hoses.

- Further strengthen glycol's share of market. (The guarantee does not apply to methanol.)

- Put the replacement responsibility upon the dealer, forcing him to

\*The chemicals have strict specifications. Only additives differentiate the many blends. Of the additives, only rust-preventives differ from brand to brand. Anti-foam and anti-seep agents are essentially the same. (The rust inhibitors break down after a winter's use; this is the only reason to change antifreeze.)

install antifreeze correctly and up to capacity and to check for leaks.

- Bring motorists back in the spring for their checkup — and sell them rust-inhibitor.

- Most important, it will bring the dimming service stations back into the retailing focal point. All dealers, whether or not they participate in the program, receive the 6½-cent discount—but only service stations have the facilities to offer the guarantee and spring checkup. (Service stations last year accounted for 75% of volume, compared with 95% 10 years ago.)

Announced this spring by top-selling Carbide, the program was aped in rapid follow-the-leader style by the three other own-make marketers. Each has the 6½-cent discount, which Carbide says will far exceed guarantee losses, and similar dealer materials. A typical package: instruction book, log book for recording guarantees, guarantee stickers and P-o-P material.

(Oddly enough, the idea did not originate with the marketers. Six years ago, Standard Oil of Ohio began to guarantee its private label antifreeze. Standard of Indiana and Pure Oil followed in 1954. Last year Texaco and Shell adopted the program. Socony and Sun will begin this winter, making Esso the only big oil company holdout.)

In all probability, Carbide's Prestone division is the top advertiser. Its program for this selling season includes network television (Playhouse 90, Perry Mason, Cheyenne, Sugarfoot, a "Sportacular" on the eve of the World Series, NBC news), radio spots on 544 stations covering 369 markets, newspaper ads in over 500 papers, including four-color, full-page Sunday supplement ads, and a page in *The Saturday Evening Post*.

To promote its Zerex and Zerone, Du Pont is running what Sales Manager T. A. Parriott calls "the most widespread advertising program in the history of the company's antifreeze." The schedule: co-sponsorship of the NBC Steve Allen Show during the season; "See the Pros," a weekly half-hour TV show in selected markets that will feature films of games and interviews with National Football League stars (Glenn Davis is m.c.); newspapers, magazines and outdoor.

Like Carbide and Du Pont, Commercial Solvents is concentrating on a broadcast medium. Spot commercials for its Peak have been scheduled for

(continued on page 150)



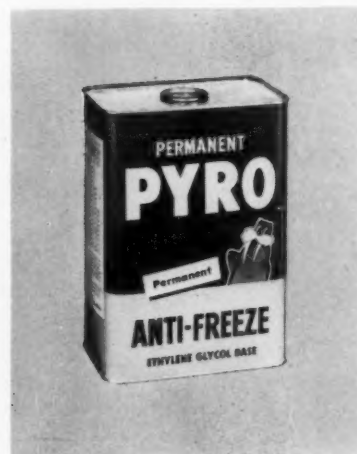
Union Carbide



Commercial Solvents



DuPont



Olin Mathieson

### Do They Mean "Permanent" or Don't They?

These four brands account for more than half the market. Like the top private label suppliers, these marketers are boiling over about antifreeze re-use.

But two of them, while stoutly maintaining antifreeze is not permanent, have labels that lead motorists to think otherwise.

Du Pont, which says it's among the top five in sales but is believed to be number two, labels its glycol as "permanent type." And Olin Mathieson, number four among the national brands (but a stronger private label supplier), promotes "Permanent Pyro."

Motorists took these claims to heart; many refuse to replace their antifreeze, resulting in lower industry sales in the face of increased vehicle registrations. The problem prompted Commercial Solvents to drop the permanent claim from its Peak brand three years ago. Prestone, the original glycol and the top-selling brand, never made a claim to permanency, Union Carbide's National Carbon Division says. (Competitors, however, claim Carbide originated the term.)

Both these marketers and the top suppliers of antifreeze for the private labelers—Union Carbide Chemicals Co., which operates independently of Carbide's Prestone division, Dow, Olin and Commercial Solvents—fight re-use with advertising.



## Up from "Artificial Silk"

These synthetic fibers (rayon tire cord, rayon textile yarn, nylon staple and rayon knit cloth) are familiar materials to George I. Rounds.

He comes from a four-generation textile family and has been selling rayon for about as long as anyone in the business.

When he left Williams College in 1932 it was taken for granted that he would join the family firm in New Jersey. But a new fiber—rayon, or "artificial silk"—was spinning into prominence and his father felt that George would do well to learn about it before joining the family company as heir-apparent.

Rounds found this opportunity with Industrial Fibre Co. in Cleveland. Starting out as spool boy, he advanced in two years to assistant to the plant manager. It was then—in 1925—that the company was reorganized into Industrial Rayon Corp.

Rounds joined the New York sales force a few months later. Except for a short interlude with the family company in 1929-30, he stayed at IRC. Last month he became vice president in charge of marketing.

His previous post was tire cord sales manager. (Tire makers are the industry's top customers.) Rounds succeeds M. P. Epstein, who will retire at the year's end.

A national leader in the Junior Achievement movement, Rounds has served with groups since 1946. He was president of the Cleveland Chapter and is a trustee of the national board and chairman of the five-state regional board. During the 12 years of his activity in the Cleveland area, the number of J.A. companies increased tenfold to 145.

Duck shooting and fishing are Rounds' favorite off-duty pastimes. He and a friend once set out to catch every type of fresh and salt water fish commonly found in Narragansett Bay. Before they pulled into port, they had landed all except for swordfish and striped bass.

In his new post as the man responsible for all of IRC's sales, market development and sales service activities, Rounds will be angling for bigger game than ever.



## THEY'RE IN THE NEWS

BY HARRY WOODWARD



### With a Little Bit o' Luck

Ernest Joseph O'Leary says his name is not Irish enough. So many years ago, his friends tagged him "Tim." And on the morning he was announced as the new president of The Ruberoid Co. (building materials for home, farm and industry), Tim O'Leary said "a lot of Irish luck had something to do with it."

O'Leary is more than eligible for the luck of the Irish. His wife Mary's maiden name was Reilly. And one of the two O'Leary boys recently returned from Air Force duty in Scotland with an Irish Wife. [He also brought a granddaughter for O'Leary, Sr.]

But those who know Tim O'Leary give more credit to the man for his success than to any luck from across the Atlantic. In 1926, after graduating from Stayer's Business College in Philadelphia, O'Leary became sec-

retary to the sales manager of the American Insulation Co. Less than two years later he was selling for an American Insulation subsidiary. When Ruberoid bought the subsidiary, O'Leary sold for the new parent. Except for nine years in general management work, he's been in sales with the company ever since, moving up the line through general sales manager to vice-president of sales to executive vice-president in 1955. (Of the variety of building materials manufactured by Ruberoid, asphalt products such as roofing and shingles account for between 50 and 60% of production. Asbestos products are second in importance. 1957 sales totaled slightly over \$81 million.)

Born Nov. 24, 1907, Tim O'Leary is hale and healthy. A better than average golfer he shoots in the seventies and has a nine handicap.

### He Might as Well Be Twins

They call him "Mr. Perpetual Motion." And now he's got two jobs.

Rocco B. Bunino, former resort operator and mayor, reputedly knows more beer retailers than any man in the industry. For the last several years he's been vice president of sales for Blatz Brewing Co. July 30, Blatz was bought by Pabst Brewing Co. James C. Windham, president of Blatz, was installed in the same job at Pabst. And Rocco B. Bunino got his two jobs.

He's still v-p of sales for Blatz. And now he's got the same title and job at Pabst.

A gregarious, friendly man, Bunino began operating a resort in Blairstown, New Jersey, in 1920. In 1945 he became the town's mayor. He was also the first two-term president of the National Licensed Beverage Association.

Bunino and his wife Dorothy live in the Hotel Astor in Milwaukee. He'll maintain that residence because that's where Blatz is. But the Buninos will probably have to begin second-home-hunting. He's also got an office in Pabst's Chicago HQ.





## Why Make a Single-Unit Sale when You Can Sell Two Items or More?

- Promote your product for use in more than one place (one telephone for the kitchen, one for the bedroom).
- Promote your product for more than one person's use (one automobile for the husband, one for the wife).
- Promote its greater beauty when used in multiples (lovebirds in pairs).
- Offer price advantages (cheaper by the dozen).
- Help customers use your product in multiples (airmail stationery box tells how many sheets weigh one ounce).
- Encourage customers to buy in multiples (the photographs on these pages suggest how this is being done).

## 10 Ways to Make Multiple-Unit Sales

By HENRY G. BURGER  
Merchandising Consultant

### YOU CAN PUT SEVERAL UNITS INTO ONE PACKAGE.



**1. OFFER THE PRODUCT IN A LARGER SIZE.** Today's housewife can pick up a 23-pound pail of "all"-brand detergent in super markets. The largest consumer size of the many containers in the line is a 50-lb. unit. Contrast a sale of this huge package with one of a 24-ounce cardboard package of "all."



**2. OFFER A MASTER-PAK FOR A VARIABLE QUANTITY OF YOUR PRODUCT.** Hallmark Cards, Inc., sold a "Thoughtfulness Album" with a page for every month of the year. Slits are cut into each page to hold cards purchased by customer who doesn't want to miss greeting friends and relatives on birthdays.

**3. MASTER-PACK A FIXED QUANTITY AS A UNIT.** Eastman Kodak Co. taped two rolls of black and white photo film into a Duo-Pak. Customers who stoutly oppose these hidden persuaders can separate the two rolls with a twist of the wrist.

**YOU CAN PROVIDE SLIGHT VARIATIONS OF YOUR PRODUCT.**



**4. OFFER MULTIPLE SIZES.** Boxes filled with identical products lack interest—the quantity appears excessive to the prospective buyer. Eberhard Faber Pencil Co. assembled a dozen sizes of rubber bands from  $\frac{7}{8}$ " to  $3\frac{1}{2}$ " long, put them in one box.

**5. OFFER MULTIPLE COLORS OR STYLES.** When Lux soap was 31 years old, Lever Brothers Co. made it available in green, pink, yellow, and blue, in addition to the traditional white. This gambit increased shelf display space given to Lux—and sales.



**6. OFFER MULTIPLE SHAPES.** Lavoris Co. packaged its shelf-shaped bottle of mouthwash together with a "Crystal Cabinet" shape. Result: "a substantial increase was recorded in sales of the regular size bottle."

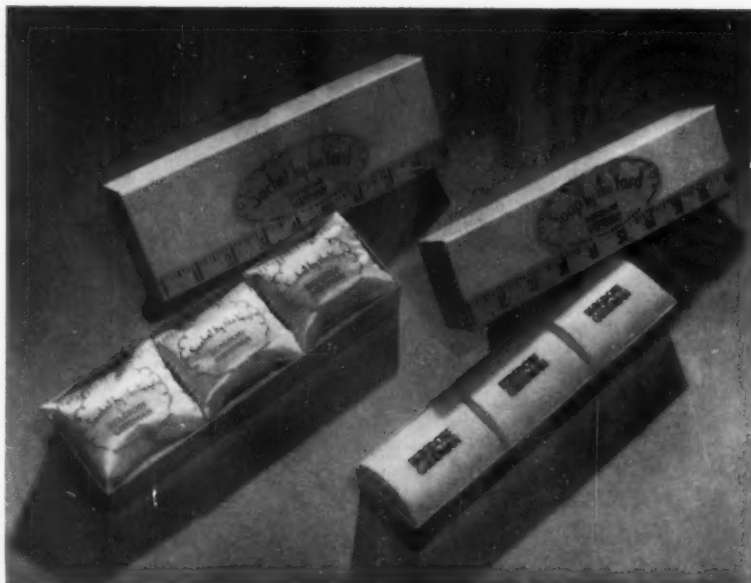
**7. OFFER MULTIPLE FORMS.** Perhaps your standardized product can be put up in several ways: cake, stick, powder, jelly, liquid, spray. Charles of the Ritz uses this play even for individual-formula face powders. When a woman buys loose powder for boudoir use, some of it is pressed into a cake for purse use.



**YOU CAN MAKE THE PROSPECT THINK OF THE MULTI-PACK AS A SINGLE UNIT.**

(continued)

**8. DISCOURAGE QUANTITY COMPARISONS.** Bergdorf Goodman sold sachet and toilet soap in yardstick-type boxes. They were priced by the "yard," rather than by the bar.



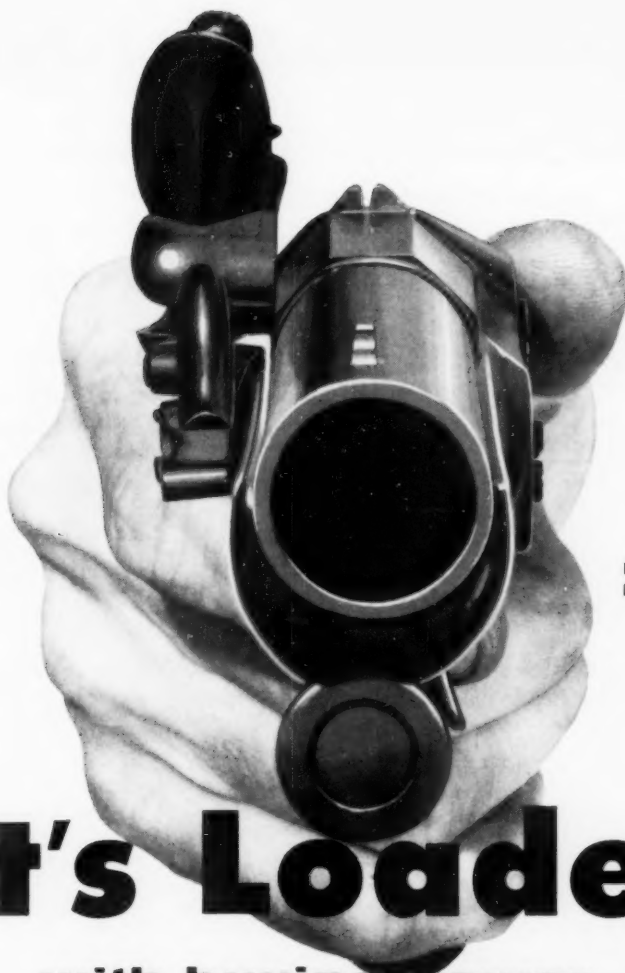
**YOU CAN SAVE TIME FOR THE MULTI-UNIT BUYER.**



**9. DISCOURAGE UNIT-PRICE COMPARISONS** by using numbers that don't divide evenly. The baby foods department of a super market prices six jars of Gerber Junior Soups at 89c. Nearby they mark a competitive brand at nine cans for \$1.36.

**10. ELIMINATE WRAPPING.** If a woman buys three pairs of hose at Masters, Inc., discount house, she takes the ready box of three. But if she wants just one pair, she must remove it from the box and wait while a clerk handwraps the sheer hose.





Flintlock Pistol, made in  
London by Sharpe, about 1790

# It's Loaded

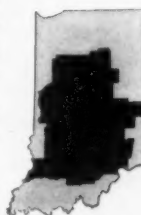
with buying power...

## THE INDIANAPOLIS AREA\*

● Blast away! There's no better selling anywhere! Here over 2,000,000 people *buy more* because they *have more*. In Indianapolis alone the average annual income per family is \$6,865 . . . 15.6% above the national average, and 15th among cities of over 600,000. And retail sales per family average \$4,620 annually, 11th among cities of over 600,000.† The Star and The News give you 56.4% coverage of the 45-county area, and saturation coverage of the rich, metropolitan Indianapolis market. Write for complete market data.

†Sales Management, Survey of Buying Power, 1958

\*THE 45-COUNTY TRADING AREA  
THAT'S BIGGER THAN YOU THINK!



Population:	2,117,100
Income:	\$3,740,248,000
Retail Sales:	\$2,472,792,000
Coverage:	56.4% By

The Star and The News



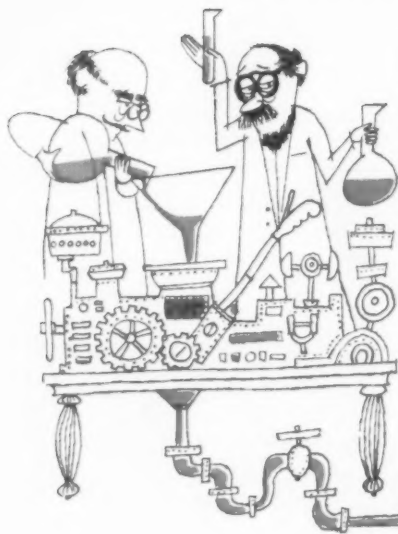
**STAR** Morning & Sunday  
**NEWS** Evening

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

SEPTEMBER 19, 1958



# Oronite Laid Its Bets 7 Years Ago



It was development vs. dividends seven years ago when a Standard Oil subsidiary gambled that there was a big market in development of a new raw material, Isophthalic acid. Are such bets being made in 1958?

**An interview with  
T. G. HUGHES,  
President, Oronite Chemical Co.**

"We bet a stack of blue chips against tradition and jumped from pilot plant to 50,000,000 pound-a-year production of isophthalic."

T. G. Hughes, president, Oronite Chemical Co., San Francisco, is speaking, and he is referring to the company's newest petroleum-derived miracle, one of the most dramatic developments of this young and pioneering organization.

Isophthalic is apparently set for a big future as a prime ingredient in the manufacture of surface coatings and plastics products. The reason Oronite Chemical has staked a multi-million dollar plant on isophthalic is that it has been proved, over a ten-year period, to make possible paints and plastics products of superior quality and durability.

It is the reason for the biggest paint promotion program ever launched by W. P. Fuller & Co., San Francisco, acknowledged to be the West Coast's largest manufacturer of house paints. It seems likely to open the way to new sales horizons for plastic automobile bodies and plastic boats.

Fuller's conversion to isophthalic-based resins in its new line of house paints is big news for marketing as well as a gratifying culmination for Oronite to its seven-year sales presentation which began when the product was in its developmental phases. It is an illuminating case history of selling based upon research and market development.

The West Coast paint company's enthusiastic adoption of isophthalic constitutes a major breakthrough for the product in the house paint field. What was the line of development of this imposing "sale," from research to Fuller's conversion to the new product?

It begins in the World War II period when Oronite's parent company, Standard Oil Company of California, put in a plant at Richmond, Cal., to produce raw materials for explosives and aviation gasoline. This plant was actually a big catalytic reformer. To quote a company spokesman: "They'd pump good gasoline stocks into it, and take better stocks out. Among these was toluene, which

is the second T in TNT." Through subsequent research, California Research Corporation developed a process of separating the xylenes to produce, ultimately, phthalic anhydride.

The big news here is that this was the first time this item had been made from petroleum. Naphthalene from coal tar was its original source and as part of this came from Germany, it was in short supply. A plant to produce phthalic anhydride was put in at Richmond in the middle forties. The intermediate steps were many, but a second important isomer of xylene, metaxylene, was used in the eventual development of isophthalic acid. Studies by Cal Research and Oronite's Product Development Department led to the recognition that it had properties superior to its cousin, phthalic anhydride in end use fields. In the laboratory and in the Product Development Department work was done on different ways of using the item in the paints and plastics fields.

Next, the Product Development crew emplaned with isophthalic samples in hand to bring the exciting news to selected technical men in the appropriate industries who might be willing to work with them. It was their task at this point to begin sizing up the market and determine if there was enough latent interest to justify further development.

In most instances, the Oronite salesman's entry was made through the purchasing agent. Then he requested that he be put in touch with appropriate technical people in the

## Who's Oronite Chemical?

Standard Oil Company of California's subsidiary, Oronite Chemical Co., was founded in 1943. It prospers on research. Over 90% of current sales are in products that did not exist in 1943.

Oronite's chemical sales in its first 14 years totaled close to \$700 million. The company uses talents in Standard's research company, California Research Corp. Products developed have been sold to soap makers, to the rubber industry, and now to paint manufacturers.

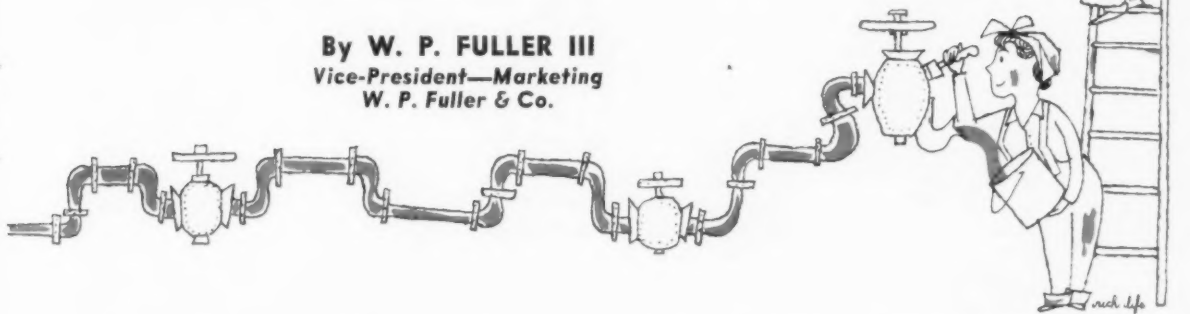
(continued on page 44)

SALES MANAGEMENT

# New Product Came Just in Time

Isophthalic acid is the technical name for it. But to West Coast paint maker Fuller it helped nip the effect of the recession. Fuller matched its raw materials supplier's bet with an audacious promotional program.

By **W. P. FULLER III**  
Vice-President—Marketing  
W. P. Fuller & Co.



Can a radically new and different product be successfully introduced in a year of business recession? Our answer: yes!

We have just had a striking demonstration of how successful the application of practical marketing principles can be.

Start with the consumer . . .

Since World War II there has been a great emphasis on exterior color. Consumer studies show clearly the developing need for an exterior house paint that would hold its color longer than traditional house paints.

Our general laboratory took this assignment in 1951 and came up with an entirely new kind of paint. The new paint was put through a rigorous program of field testing and has come through with flying colors.

Paint chemists — rightly enough — are a cautious breed. Although the research and test program had been underway for more than six years, and we knew we had a good thing, it was mid-1957 before the lab men would give us the go-ahead on our new paint formula. By mid-1957 it was evident that we were headed for a recession of significant proportions. Was this the time to launch an important new product?

Actually, this was not a difficult decision to make. Our dramatic new paint had been developed to answer a real consumer need. We were prepared to back it with a good marketing program.

The story, of course, starts and ends with the consumer. We went to the consumer to learn what he wanted. Then we provided it. And the consumer bought. In between

these two points you have the organization, the product, the marketing plan and its execution.

A. P. Pahl, director of laboratories and research, gave his staff a new kind of assignment. Traditionally, paints are improved little by little as the chemists and technicians experiment with their various characteristics: ease of brushing, hiding power, drying time, etc. This time they started, not with an existing product to be improved in one particular way, but with the consumer's need and desire: the concept of a paint that would keep a house looking newly-painted longer than traditional oil-base exterior paints. We wanted a paint that would retain its color and appearance for at least two years longer than the best traditional oil paint we knew how to make.

The product the laboratory developed is a modified alkyd resin type paint using newly developed isophthalic acid. It is entirely different from traditional paints in that much of the vehicle, formerly allowed to soak into the wood as a preservative

"treatment," now remains on the surface to protect the pigment.

In addition to the comprehensive program of laboratory testing, the new paint was given a really rigorous field test. Hundreds of homes all over the West were painted with it and the results checked over a period of several years.

When it was decided last year that "this was it" and we would go into commercial production, a comprehensive marketing and sales promotion plan was developed.

L. H. Markwood, director of paint trade sales, met with the district paint sales managers to work out detailed sales programs. Problems involved in changing a major line are many, and they all had to be resolved in advance to assure prompt and adequate distribution through our dealers, our own service stores, painting contractors and other outlets. Production schedules were worked out with G. B. Lee, our director of manufacturing.

(continued on page 46)

## Who's W. P. Fuller?

Unknown, perhaps in the East, W. P. Fuller & Co., established during the '49ers' gold rush, is ranked 434th in Fortune's list of 500 largest industrial concerns. 1957 sales: \$76 million, up eight times in 20 years.

Fuller, headquartered in San Francisco, has four West Coast factories, operates 115 company-owned stores, and distributes its brands through 1,600 dealers in 11 Western states, Alaska and Hawaii. Fuller is West Coast distributor for Pittsburgh Plate Glass Co.

## Oronite Laid Its Bets 7 Years Ago

continued

company. The P.A. is the key man later on and Oronite Chemical's management feels that he should be the first contact even in opening the door to prospective testing at the development phase. It provides an opportunity for bringing the purchasing department in from the start.

The samples were brought to the technical director in firms that showed interest—four ounces of the precious powder at a time—with the necessary technical data to facilitate testing. The first sample was free; as the product developed, larger quantities were sold at \$5 a pound . . . a token price, for at this stage it was priceless. (Today, isophthalic is sold to industrial users for 22 cents a pound, but even in the pilot plant phase it cost about \$25 a pound to produce.)

### Promise to Buy

At the start, Oronite Product Development men worked with no more than two or three prospects, but almost immediately things began to look so promising that the decision was made to set up a 100-pound a day pilot plant, making it feasible to cover a much larger group. About half a million dollars was poured into this isophthalic plant built in 1949. It was Product Development's task during the next few years to keep close tabs on the results of testing in prospective customer plants and provide enough of the costly material to permit companies to sell themselves on the advantages of the new material. At the same time, promises to buy were lined up . . . in the event a low-unit-cost commercial plant should be built.

Estimates of the possible market were made; and on the basis of this, engineers designed a potential plant. Estimated sales were balanced against plant costs and manufacturing costs. The important consideration here, and one with direct bearing on marketing, was the volume potential of the new product. Obviously, the larger the potential sales, the larger the plant you can justify, hence, the lower the unit manufacturing costs. Isophthalic would have to compete with phthalic anhydride. While it is a better product for the end uses foreseen for it, a price too high would restrict volume. Marketing men knew that to move the product in sufficient volume, manufacturing costs must permit reasonable pricing.

By the end of 1955 the decision

was made to build a plant to produce 50,000,000 pounds of isophthalic annually. The plant was completed late in 1956.

Drawing upon data supplied by research and product development men, a series of technical bulletins on the product was made ready, covering each potential use for the product.

The marketing men armed with this material had already received pre-training on the product they were to handle, some of it by actually working in the laboratories of California Research. Salesmen were given a thorough briefing on it by the isophthalic product specialists, to be followed at intervals with refresher courses. Cal Research technical personnel were always available to help with technical problems that might arise, even to arranging that a research man be placed for a few days in a customer's plant. This Technical Service, as it is called, was found to be particularly necessary with isophthalic because there was no experience in working with the product. Customers often had to be convinced that they could not simply substitute isophthalic for phthalic anhydride and get the desired improvement in end product.

One of the prime sales tools at the start of the isophthalic marketing program was a series of seminars, held in each major industrial city. The research men who aided in the development of the product, backed up and aided by the product specialists and key marketing men, staged demonstrations of the equipment and processes used in production. They explained the properties of the product and were ready to answer questions put by the technical people of the companies invited to send representatives. These seminars usually lasted two or three days. With a completely new and revolutionary product such as isophthalic, Oronite management finds, there is no better or more direct way to key contacts than such a straight educational program. Response to the series was "excellent" in every way, reports Hughes.

Advertising was placed at the start of the marketing program in all of the major publications reaching the paint and plastics markets. Drawing heavily on the research background, the advertising copy aimed at conveying applications of the product in the manufacturing fields Oronite wished to sell. On the advertising planning team were William Haberman, account executive and head of the L.

C. Cole Advertising Agency in San Francisco, which was placed in charge of the program; T. R. Johnson, the company's advertising manager; and R. W. Stephenson, product specialist on isophthalic. Other executives might sit in as desired.

"Proof" is a key word in much of the advertising, which points to the long and arduous testing leading up to the claims made for the product, and the advantages manufacturers may expect to find as a result of its use. ("After 24 months—new isophthalic-based refinishing enamel had 85% of original gloss" . . . "The above automobile, repainted with an isophthalic-based enamel, has undergone weather testing for the past 24 months. After re-painting, the car was not waxed—has never been garaged or polished and was washed only occasionally. Recently Photovolt gloss meter readings show the enamel has 85% of its original gloss. There is no evidence of film failure by cracking or checking.")

One Oronite advertisement to the paint industry headed "here's more proof" quoted a W. P. Fuller & Co. announcement advertisement of its new paint made with isophthalic resin: "W. P. Fuller & Co. says, 'spectacular new house paint adds at least 2 extra years of paint beauty to your home.'"

### Not "Sales Talk"

One of the largest single users of the new resins in the plastics field, and one of the most newsworthy, is the Molded Fiber Glass Body Co.

Pittsburgh Plate Glass Co. produces the resin bought by Molded Fiber, using Oronite's isophthalic.

You don't sell such companies with 'sales talk.' What is involved in this kind of selling is illustrated by the case of W. P. Fuller & Co. Making this sale required:

- 1) development of a new and useful product;
- 2) thorough dissemination of information about this product in the key quarters;
- 3) providing continual technical service to the customer;
- 4) (most important of all) working directly with the customer in developing the most efficient and economical application of the product to his needs.

"Sometimes this type of selling takes months," points out Hughes. "More often it may be years. But as in the case of Fuller, the prize is worth the effort." ♦

Here's  
20%  
**MORE  
SELLING  
TIME**

at only  
\$259.50  
per man!



## NEW KEY-NOTER GRAY AUDIOGRAPH

Smallest, lightest, lowest-cost disc dictating instrument ever made!

### Helps make the sale!

The Key-Noter takes the order and records instructions right at the customer's desk. A mighty smart way to impress the customer with your firm's efficiency.



### Helps keep the customer!

The Key-Noter helps give your customers instant service... records reports, service data on the spot, in trains, planes, cars—anywhere! Also doubles as transcriber.



### Gives you prompt accurate reports!

You get sales reports—and in record time—when they're spoken into the Key-Noter. Unique one-key simplicity. Discs are economical, mailable, fileable, re-useable.



They finally made one for salesmen... the tiniest, travelling-est disc dictating machine in the world. There's an extra hour of selling time each day packed into the Key-Noter's pint-sized case! How so? Because it cuts non-productive paper-work in half. Records orders, memos, instructions on the spot. Eliminates forever the writing of time-consuming call-reports. The fully transistorized, easy-to-use Key-Noter records as you go, wherever you go, yet it's so rugged it takes the toughest daily desk use. (Eliminates scrambling for secretaries at peak hours when the men are in.) It's the salesman's machine, offering features not yet in machines twice the size and half again the price!

### GET THE WHOLE STORY. MAIL THIS COUPON TODAY!

GRAY MANUFACTURING CO., HARTFORD 1, CONN.

Yes! Send me free literature on the Gray Key-Noter for salesmen.

Name \_\_\_\_\_ Title \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_



## New Product Came Just in Time

(continued)

Because the new paint offers such outstanding color and gloss retention it was possible to eliminate three existing lines: Pure Prepared Paint, our top grade oil-base house paint; Architectural Colors, a line of deeper colors used for accent or special architectural effects; and Fultec Trim Colors, a line which had been specially designed for use on doors, sash and trim. This, of course meant a sizable inventory reduction for us and for our dealers—no mean advantage in any year, particularly one of recession.

In a year when advertising budgets were restricted, adequate promotion of the new house paint might have been a real problem. Palmer Field, director of advertising and sales promotion, met this with a proposal for what he called a year of "concentration, consolidation and coordination." In place of a broad general program, he proposed an intensive concentration of all available facilities behind a few specific limited objectives, with the new paint holding the spotlight.

This meant a marked change in advertising strategy.

### Two Ad Agencies

W. P. Fuller & Co. regularly has two advertising agencies: Young & Rubicam, Inc., for institutional and paint advertising; and Harris-Harlan-Wood Advertising for glass and building products. In addition we have an outside public relations counsel, Charles von Loewenfeldt, Inc. All are represented on our Sales Promotion Committee, together with Mr. Field and another member of his department, Paul Anderson, who is our public relations manager.

"Brainstorming" sessions of this committee produced many of the ideas later carried out in the campaign. While it may seem unusual for agencies which are in a sense competing to cooperate like this, in practice we find they work together most harmoniously. In addition to the pooling of ideas, committee meetings helped greatly in the development of a coordinated promotion plan.

But back to the new advertising strategy. For some time Fuller had been using a half-hour film TV program on a number of western stations as our major medium. The home demonstration possibilities inherent in television made this an excellent way to show how easy it is to paint and the beautiful results obtained. Now, however, we had a product and a

story with evident news value. The Advertising and Sales Promotion Department and the agency recommended a change.

The new strategy called for large-space newspaper advertising featuring bold headlines and factual editorial-type text. A series of such advertisements was prepared for 46 major newspapers throughout the west. Advertisements were also scheduled for key magazines: *Sunset*, *Improvement Era*, and *Western Paint Review*.

Everything planned for the campaign, tie-in material as well as the advertisements, stressed the primary headline theme: "FULLER'S spectacular new house paint ADDS AT LEAST 2 EXTRA YEARS OF PAINT BEAUTY TO YOUR HOME."

This theme, which has worked out so well for us, was arrived at as a result of many meetings of agency and Fuller personnel. Agency account executives, copy writers and art directors went with our advertising and sales promotion staff directly to the laboratories, where numerous sessions were held. Pahl, his chemists and technical staff answered endless questions and provided much of the documentation for the campaign. During this development stage, Markwood and other members of the marketing division worked closely with the creative groups. J. J. Baumeister, our marketing research manager, collaborated with our own and the agency's staff, providing individual market data which helped in pinpointing the plan right down to such details as frequency of newspaper advertising in secondary markets.

Window and in-store material, banners for Fuller trucks and lapel buttons for our own and dealer sales personnel repeated the ad theme.

Special color cards with a radically different design were prepared for the new house paint. Envelope stuffers went into all outgoing mail.

Following adoption of a new Fuller trademark last year, a program of label redesign had been started. With a striking new design prepared by Walter Landor and Associates, it was decided to use this for a time only on the new house paint, giving it a stand-out distinction.

The first selling job, of course, was to our own sales force and our dealers. The list of steps taken in carrying out this sales promotion drive covers six pages. Here are just a few of the things we did:

Circulars to our branches and sales force announced details of the campaign and were followed up with additional circulars and salesmen's bulletins.

A tabloid-size dealer newspaper was mailed directly to all dealers, and several thousand additional copies were sent out to employees and for other promotional uses.

Salesmen's portfolios included an array of promotion material including newsmats, television and radio scripts and sample news releases. A special added-incentive cooperative advertising allowance was established for dealers advertising the new paint during the first month of the campaign.

### Telegrams to Dealers

Personal letters were sent by our president, W. P. F. Brawner, to district and branch managers expressing his enthusiasm for the product and the drive.

I followed this up with telegrams to all our dealer salesmen.

Sales meetings were held in all of our branches, many of them simultaneously. By special telephone conference calls, with loudspeakers set up in the meeting rooms, the meetings were heard directly from the president, Vice-President H. S. Margetts and from me.

Dealer meetings were arranged by the branches to explain details of the campaign. In fact, our branch and district organization played a tremendous role in executing the program, with virtually every Fuller employee taking part in the drive to some degree.

Because this new paint has such dramatic consumer advantages, its announcement was an important news story. A publicity schedule was prepared carefully coordinating news announcements with the advertising. First news stories were released just prior to the opening of the advertising campaign.

Press luncheons were held for home improvement editors in major cities.

The stories were widely published, with amazing response. As an example, the *San Francisco Examiner* and *Chronicle* both published Sunday stories which did not identify the new paint as Fuller's—and received so many inquiries that they tell us the switchboards were clogged and extra operators had to be added to meet the emergency.

Following the first announcements, feature stories were developed to highlight various aspects of the new paint and its use. Stories were prepared for use by dealers in their home town papers. Others were sent to a wide

# outdoor sells 4 ways for Carnation



Poster designed by Erwin Wasey, Ruthrauff & Ryan, Inc.



- 1 OUTDOOR SELLS APPETITE APPEAL
- 2 OUTDOOR SELLS PACKAGE IDENTIFICATION
- 3 OUTDOOR SELLS BRAND NAME
- 4 OUTDOOR SELLS PRODUCT SUPERIORITY



**Mr. Paul H. Willis**  
Vice President for Advertising  
The Carnation Company, says:

"Outdoor advertising has been selling Carnation products for 40 years. Our annual investment in Outdoor has increased four-fold since 1956. This certainly is indicative of our continuing confidence in the medium."

*8 out of 10 people remember OUTDOOR Advertising!\**

Standardized Outdoor Advertising, 24 and 30-sheet Posters—and Painted Bulletins.

**OUTDOOR ADVERTISING INCORPORATED**

NATIONAL SALES REPRESENTATIVE OF THE OUTDOOR MEDIUM

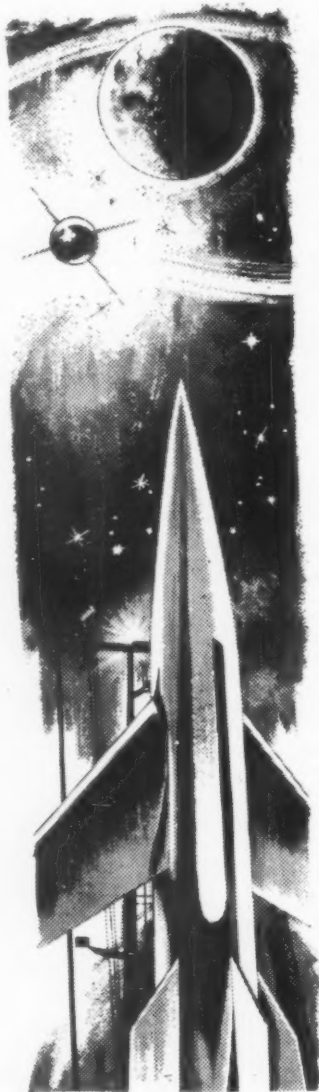


60 EAST 42ND STREET, NEW YORK 17, NEW YORK · ATLANTA · BOSTON · CHICAGO · DALLAS · DETROIT · HOUSTON · LOS ANGELES · PHILADELPHIA · ST. LOUIS · SAN FRANCISCO · SEATTLE

\*Urban Poster Readers—Starch Continuing Study of Outdoor Advertising

SEPTEMBER 19, 1958

# LOOKING FOR REAL IMPACT?



Within a radius of 4½ miles, Troy, N. Y., is ringed by the communities of Watervliet, Green Island, Cohoes, Waterford and Latham to make up the Troy ABC City Zone.

In the outer space, within a radius of 35 miles are 36 stars or communities which make up the Retail Trade Zone.

Your sales message will have real impact on 231,500 persons or 68,500 families in 42 communities if you advertise in The Record Newspapers which provide an excellent coverage of 70% at one low cost. (City Zone—99%)

Write for more details on how we can help your business.

THE TROY RECORD  
THE TIMES RECORD  
TROY, N.Y.

range of business and trade publications. As the campaign snowballed, more stories were released to financial editors, radio and TV news commentators and wire news services.

Reprints of both the advertisements and the publicity were sent by the thousands to our sales force, our own stores and our dealers.

All in all, although our restricted advertising and public relations budgets were not increased at all, this developed into probably the most completely coordinated sales drive in our history.

The results?

Most importantly — factory shipments of this one paint during the first six months of our fiscal year (December through May) ran 57% ahead of shipments of all three former lines during the same period last year.

And although it is still too early for statistical evidence we confidently expect that the interest aroused by the new paint and the increased store traffic will produce better sales throughout our other lines.

## A Wonderful Complaint

During the rush hours stores frequently have been so busy taking care of requests for the new paint that sales people sometimes complain they "don't have time to sell anything else!"

Typical of dealer reaction is that at Jordan's large paint store in Redwood City, Cal. They have reported that no matter how much paint was ordered in advance, each week-end rush has ended with at least one or more colors out of stock.

We thought we had planned it big — too big, perhaps — but for one three-week period we had to use every available mill at our South San Francisco factory to produce this one item alone, and running at top speed we still could not catch up with the orders pouring in every day.

Our printing department, despite advance build-up of large label inventory, ran out of labels and adopted emergency procedures to supply enough for the factory.

All this in a year of so-called recession!

For us this seems a classic demonstration of marketing in its most practical application: start with the consumer and his needs and desires; create products specifically to fulfill these desires; plan and test carefully; promote aggressively; coordinate all efforts toward a specific objective.

When it succeeds—as in this instance—what next?

Start planning all over again. Only next time, plan even bigger! ♦

SALES MANAGEMENT

# IBM

## ...sells electric typewriters to business and industry...



### IBM sells the owner-executive in Nation's Business

25 years ago International Business Machines Corporation introduced its first electric typewriter. This year IBM's one *millionth* electric typewriter is writing top-quality, fast, economical executive letters. IBM sells the owner-executive because its product increases office efficiency and profits . . . matters of personal interest to ownership-motivated businessmen. Your advertising, too, should reach and influence ownership-motivated executives; they have an owner's interest, an owner's stake, an owner's authority to take buying action!

Nation's Business is edited for owner-executives. Of 750,000 subscribers 550,000 are the presidents, owners or partners of their firms; many more are stock-owning corporate officials. Here is broad coverage of all markets—the largest companies, plus those vitally important medium-size companies on the move, on the way up. This all-business magazine delivers the largest concentration of ownership-motivated executives available to you today.

**Loading Office Equipment Advertisers Sell This Profitable Audience of Business Buyers:**

American Photocopy Equipment Company; Charles Bruning Company; Burroughs Corporation; Comptometer Corporation; A. B. Dick Company; Ditto, Inc.; Eastman Kodak Company; Verifax Division; Executone, Inc.; Friden, Inc.; Monroe Calculating Machine Company; Pitney Bowes, Inc.; Recordak Corporation; Remington Rand; Smith-Corona, Inc.

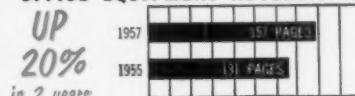
#### Nation's Business

A WORTHY LOOK AHEAD



How to enjoy your job **PAGE 34**  
Coming: Revolution in management **PAGE 37**  
This tax plan would boost business **PAGE 38**  
Control your own success **PAGE 39**

#### OFFICE EQUIPMENT ADVERTISING



**750,000 Total Circulation**

... includes 80,000 members of the Chamber of Commerce of the U.S. and nearly seven hundred thousand other business executives.

**ACTION IN BUSINESS results when you advertise to business and industry in NATION'S BUSINESS**

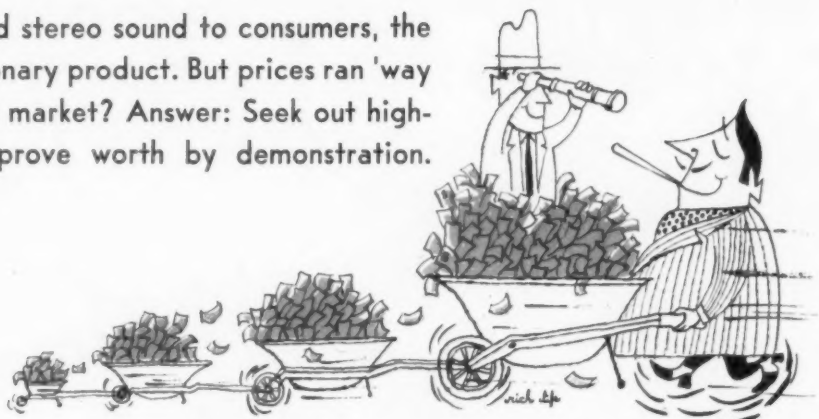
SEPTEMBER 19, 1958



# We Had to Find People with MONEY!

When Ampex introduced stereo sound to consumers, the company had a revolutionary product. But prices ran 'way up there. How to find a market? Answer: Seek out high-income families, then prove worth by demonstration.

**By J. W. FARROW**  
Marketing Manager,  
Ampex Audio Inc.



Ampex Audio Inc. introduced its first complete home music system involving stereophonic sound two and one-half years ago. The occasion was a meeting of the National Association of Music Merchants.

Many of the several thousand music merchants who were there found music with "the new dimension" hard to believe. But demonstration convinced them, and, even at that early date, convinced us that demonstration would have to be the foundation of successful sales presentation when we took our instruments into the field.

We knew from the start that no ordinary verbal sales approach would do justice to our music system . . . or

overcome the formidable barriers we had to face.

For we at Ampex, when we entered the consumer field in 1956, were literally walking where angels might fear to tread. We were a small West Coast electronics firm that had made fractional horsepower motors during the war, and now we were out there in the rough-and-tough consumer market daring to compete with RCA Victor, Fisher, Magnavox, Motorola, General Electric and Philco, plus all the component manufacturers who had been making hi-fi products for years.

But we had two big things in our favor—technical know-how and the burning, and I mean *burning*, desire to make the best home entertainment

systems in the business. We knew that once we could tell people about tape and could get them to hear the actual demonstration of our systems, chances were we had them pretty well sold.

Just what is this stereophonic sound that Ampex pioneered? Why did it take the musically informed dealers at the New York trade show by storm? For several years all of the long playing records have been recorded on tape using Ampex professional recording equipment. The music was electronically transferred from a single microphone to a single track on the tape. That track of music was then transferred to the groove of the long-playing record. Those LP's provided the best reproduction anyone had heard — until stereo sound was perfected.

In recording for stereo sound, two sets of microphones are used in the recording studio. Two separate microphones are used to record two separate tracks onto the tape. In ordinary high fidelity, or single channel recording, it is very much like closing



◀ "EVERYBODY'S IN IT NOW . . . and the going from here on is sure to be rough."—J. W. Farrow. The model in photograph is the Ampex "Crescendo," a complete stereophonic music system for tape, radio, discs.

THIS IS STEREO: You have to ► hear it—and hear it again—to believe it. Through recording with two microphones, on two different tape-channels, for reproduction through two speakers, the listener hears music as he would hear it in the concert hall.

off one ear. The sounds being reproduced remain flat because they all originate at a single point source — instead of being spread across the entire audio panorama.

In stereophonic sound, the two sets of microphones record the two tracks of music on the single tape. This is then played back through two separate amplifiers, with each amplifier placed directly under each of the two speakers. Thus, the original spatial relationship is preserved with absolute realism. The listener to an Ampex-recorded symphony over an Ampex home music system actually hears the strings to the left, the brasses to the right, and the soloist is front and center. The result is the most thrillingly realistic reproduction of music imaginable.

Our job from the merchandising point of view was to sell this reality to the dealers and through them to the public. Demonstration obviously had to be the basis of our sales program. But we had a lot to do before getting down to the nuts and bolts of that program. Among the things we needed to determine, were: 1) the specifics of our product line; 2) how it would be "packaged"; 3) price; 4) the market we would aim at; 5) the dealers through whom we would sell; 6) the kind of sales organization that would best serve our purpose; 7) how and where we should advertise and what sort of promotion would give our dealers the most forceful support, what "tools" we should give them.

It was three years ago that Ampex engaged designers to plan the company's first complete home music system using stereo sound. All they had for precedent were the amateur "consoles" which resulted when Ampex engineers took the company's tape decks and built them into their bookcases, then hooked them up to amplifiers and speakers for their own enjoyment at home. A few hi-fi fans

had done the same. Ampex knew that its prime initial target would be these hi-fi fans. For them it designed a smart-looking three-piece portable system in durable grey satin-finish luggage material and another housed in wooden cabinets. But for long-range promotion, the decision was made to emphasize the console concept.

The units we took to the New York NAMM show were few, they were the most expensive, but, frankly, they were not the most attractive. Today, our stereo sound is "packaged" in a manner to justify its reputation as the "Cadillac of the hi-fi

## Milestone in Music

Ten days from now nine-tenths of the engineering brains responsible for audio reproduction in this country will gather in New York for the annual meeting of the Audio Engineering Society. Just about every statement delivered from the platform and traded in the bull sessions will be hung on one word: "Stereo"—short for stereophonic sound.

The techniques and the machines, the tapes and discs, which have developed out of the original concept of recording with two microphones and playback through two or more speakers, have raised the hopes of music merchants. "Stereo" is certain to give the whole music industry a lift. The unanswered question is, "How soon?"

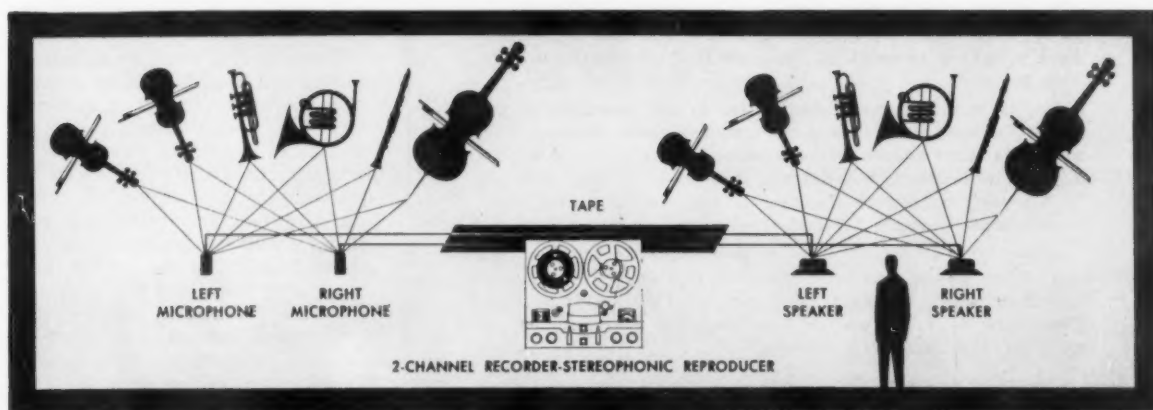
The public is interested but confused. Many customers do not know that stereophonic records cannot be played on monaural phonographs. Many know neither what has to be done to convert a monaural set, nor how much it would cost.

In the field of equipment manufacture, even competitors doff their hats to Ampex Corp., Redwood City, Calif., as the top-ranking company in sound engineering. Ampex went into the consumer field in 1956 (after having built its reputation on equipment for the industrial field) with products so high-priced that the market was limited to high-income families. The story presented here tells how Ampex accomplished that introduction, what it is doing to expand its sales volume.

Ampex will have red hot competition in the coming selling season. Its most serious rival for business in the top price bracket will be RCA, whose de luxe model will retail for \$2,500.

field." Each piece is handsome furniture which any homemaker would be proud to have in her living room. The Ampex console contains the Ampex tape deck, an AM and FM tuner, with their built-in aerials; a four-speed record changer; Ampex-built high fidelity speakers, and Ampex-built high fidelity amplifiers. Operation requires only a twist of a knob on the top deck. The portable system includes, besides the tape deck, two separate amplifier-speakers. During the past year we have added four new models to our console line, stepping up both style and price.

For those who want a portable



system or components to convert an existing hi-fi set to stereo sound, the price begins at \$395, goes up to \$850. The price for the console unit starts at \$1,495 and runs up to \$1,795 in the general line, with a top price of \$2,500. There are over 18 models available.

Who would buy these comparatively expensive home music systems, the most expensive quality line in the nation? We knew that we could produce only so many of them and that they logically would be sold to people

who could afford them. Where were these people?

One of the first facts of selling we learned was that we must keep in *everyday contact* with market research. We used it in laying the groundwork for our selling campaign and we continue to use it. At Ampex Audio, the market research group is a part of our marketing group. Through this association, new methods of checking who buys our products and new methods of knowing more about our market are sought.

## New Company With a New Sound

Ampex Audio Inc. is a wholly owned subsidiary Division of Ampex Corp., whose headquarters are in Redwood City, on the San Francisco Peninsula. It was formed May 1, 1957, when the Ampex Audio Products Division was split into the Professional Products Division, selling "technical" products directly to the user, and the subsidiary to serve dealers and the consumer market.

The Audio Division was formed in 1954, with two diverse sets of products to market. One group composed of the company's Videotape Recorder and specialized audio products required a fairly technical sales approach calling for direct selling. On the other hand, the consumer product sales had been mushrooming since 1954, presenting entirely different marketing requirements. How Ampex Audio is meeting them is told by its marketing manager, J. W. Farrow, in the accompanying article.

This is the newest activity of one of the most interesting of the West Coast companies born out of the sensational electronic developments that have burgeoned since the close of World War II. The company had two beginnings. The first, in 1944, was as a manufacturer of permanent-magnet type precision electric motors and generators used in airborne radar scanning devices. At the end of the war, with defense contracts cancelled, this newly founded organization was without a market for its products. To continue in business, a new product and new markets had to be found—quickly.

Alexander M. Poniatoff, founder and board chairman of Ampex, thought he had the answer. He had been a party to a demonstration of a "liberated" German "Magnetophone" tape recorder. This, he decided, was the kind of precision instrument his company could build. The result, following a year of development, was the Ampex Model 200, ready for the selling effort in 1948—with a price tag of \$4,000. Many models have been developed during the intervening years, ranging in price down to \$500, and have been very successfully marketed by the Professional Products Division.

In 1954 a major reorganization led to the formation of the Audio Products Division and the Instrumentation Product Division. The latter sought markets among engineers and scientists in laboratories, test facilities and industrial organizations, and in five years has seen sales climb to a \$15-million annual level. Export trade accounts for some 10% of this figure.

Gross sales of Ampex have increased nine times during the past five and one half years, "underlining our growing awareness," comments Poniatoff, "that successful marketing does not just happen . . . no matter how superior your product, or potentially receptive your markets."

In this research, one of the most important tools is a carefully planned equipment warranty registration card (key-sort), filled in by the buyer, which provides important information about: 1) who is buying each model (income, occupation); 2) how he uses the model he has purchased; and 3) how he was first introduced to Ampex equipment (to aid in selection of advertising media, promotional approaches).

Three important trends have been indicated by this information:

1. An increase in the number of \$1,495 and \$1,795 units being purchased by medium-income people — not just high-income people. Apparently buyers of high fidelity equipment feel that better reproduction and long life warrant buying higher-quality equipment—and they are willing to stretch for it.

2. A growing family use of, and interest in, home entertainment centers.

3. An increasing number of audiophiles (in the past buying or building components for "built-in" systems) now buying the Ampex "Crescendo" console. This indicates to us that even the exacting audiophile enjoys the convenience and compactness of a console music system if he can be assured that the components that are built into it are truly high fidelity components. For this same reason many high fidelity component dealers who have a policy not to stock package equipment (consoles) will stock the Ampex consoles.

## A Friend's Help

We know that a large number of Ampex equipment owners were first exposed to Ampex stereophonic sound in the home of a friend with Ampex equipment. This indicates that one of the best mediums, and one of the best salesmen of our product, is the equipment itself.

Research plus common sense told us that we should begin at the top economic bracket in seeking our market. This meant carefully planned and placed advertising (we'll come to that later) and high selectivity in our choice of dealers. We aimed at the top here, too. During the past year we have built our dealer organization up to some 800 stores, among them, the leading music and hi-fi outlets in the U.S. As in many businesses, we have found that about 25% of the dealers do about 75% of the business. Our breakdown today is, roughly, 60% distribution through music



**IN SEATTLE:**

**\$ 77<sup>00</sup>**



**OUT OF EVERY**

**\$100<sup>00</sup>**

**SPENT BY  
CONSUMERS  
ARE SPENT BY  
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**Year after year...  
Seattle's leading  
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**The Seattle Times**

Member of Consolidated Consumer Analysis Group

**SEATTLE'S ACCEPTED NEWSPAPER**

REPRESENTED BY O'MARA & ORMSBEE, INC.

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stores of the better type and 40% through the quality hi-fi stores.

The best job has been done for us by such music stores as these: Sherman-Clay in San Francisco; Lyon & Healy, Chicago; Grinnell, in Detroit; Aolian, in St. Louis; Penny-Ousley, of Los Angeles; and Liberty Music Shop, New York. The calibre of hi-fi stores doing the best promotional job for Ampex stereo sound equipment is suggested by the following names: Hi-Fi Unlimited, on the San Francisco Peninsula; Van Leuwen Associates, Los Angeles, and Kierulff Sound, in the same city; Electricraft, of Seattle, Wash.; Harvey Radio, New York; and Magnetic Recording Co., Paterson, N. J.

It isn't exactly easy to arouse the interest of dealers like these in something new—and very expensive—even with the cleverest demonstration. In this field the dealers, and those of their customers who attend hi-fi shows, are used to hearing demonstrations. Both your product and your presentation technique have to be superior before you get much of a tumble from these groups. But we did—and we do. So let's look at the means.

We treat our dealers as we would like them to treat their customers for Ampex stereo sound. It has been asked: When you have a thousand or two dealers all together in one place, why don't you seize such an opportunity to stage one big dramatic concert demonstration, instead of taking individuals or small groups to demonstrate to in an ordinary room? The reason is simple: We are selling *home* music systems; we wish to present them under home conditions; and we



ADVERTISING IN  
BUSINESS PAPERS  
MEANS BUSINESS

want our dealers to learn to demonstrate them in the same way. It's very much more effective. People expect concert hall sound in a hall. When they hear it in a living room, it's that much more startling.

We have two demonstration techniques, both of which are recommended to our dealers. One calls for a living room set up with an Ampex console as the center of attraction, the other a room with a drape at one end light enough in texture for sound to come through undistorted, and, behind the drape, one of our consoles. The first is for what might be called straight demonstration; the other for drama or surprise. The dealer uses them at his discretion. The latter is most effective in interesting people who are not already acquainted with stereophonic sound. Suddenly they hear the music. They do not know what is behind the dark curtain—it sounds like a live orchestra or band. When interest is high, a light goes on behind the drape, revealing the shadow of the console. Then the curtain is drawn.

The selling program includes a number of excellent demonstration tapes. They were designed with a triple purpose: to interest dealers; to help train their (and our) salesmen; and to be used by dealers in selling

their customers. These tapes carry much of the selling message. You might call it automation in selling. The sound we are offering is so vividly different that the salesman need only let it "talk" and sit in the audience with his prospects while it sells itself. Here, we have a unique opportunity to get our message directly to the prospect. We use it to the full and urge dealers to do the same. We consider the various demonstration tapes which we supply to dealers our best selling tool.

One of the things we train a dealer and his salesmen to do is to screen prospects, whether at a consumer hi-fi show or wherever groups of people are receiving a demonstration. We have a special 12-minute tape which is played first. Those who remain to hear it through and ask for more are what we call "suspects." Let us say we end up with ten suspects who can be given a thorough demonstration of the expensive equipment. Of these, long experience has shown us, eight will be definitely impressed. We call these prospects. Half this number become hot prospects. From these four, the dealer or salesman who follows through properly can expect to close two deals.

### Set Up Demonstrations

With equipment like ours, providing the dealer with the kind of guidance and promotion assistance that will help to disclose a suitable audience for his demonstrations might be called a toughie. We sell direct to the music stores and hi-fi dealers through our ten district managers working under an eastern zone manager and a western zone manager. These ten men, for the most part, work out of offices in their homes and must cover all of the 800 dealers regularly. It is their task to help train the dealers' sales personnel. Last year we developed a complete dealer promotion kit of over 40 pieces—one of those ambitious mistakes. It was a grand campaign, but too much. Too much for the district men to show to the dealer, too much for the dealer to use. And too much of a bookkeeping chore at head office.

We have learned the hard way that the best dealer promotion kit contains relatively few items. This year we will confine ourselves to two, possibly three, packaged seasonal promotions.

A dealer cannot depend on chance traffic for customers to whom he may sell equipment like ours. It can happen that one walks in knowing all about it and ready to buy. But not





Best-selling weekly magazine in America



## A syllogism for advertisers

**Major premise:** Americans spend more leisure hours with television than with anything else. They are *interested* in television. They like to know what new shows are being planned, what old ones dropped. They like to read what able critics think about television. They enjoy articles about television personalities and how programs are produced. And they like to have advance notice about shows that will be especially worth watching.

**Minor premise:** TV Guide is the only national magazine that brings them all this, that covers television *exclusively and in depth* . . . not only with program listings, but with news, articles and commentary on any and every subject touching television.

**Conclusion:** This is why 6½ million Americans buy TV Guide every week, and why they read it on an average of five times a day. It is also why TV Guide is a choice advertising buy.

If there is a flaw in our logic, please let us know. If not, please let us welcome you to our growing family of TV Guide advertisers.

### SINGLE-COPY SALES ACCOUNT FOR 78% OF TOTAL CIRCULATION

Of the 6½ million people who purchase TV Guide this week, more than 5 million will go out and buy it at the full cover price of 15 cents. This is a demonstration of public interest and acceptance unparalleled in publishing history. Doesn't it stand to reason that a magazine that can sell itself so well can sell *your* product too?

**MARKET COVERAGE:** The circulation of TV Guide magazine is concentrated in counties where 97.7% of all U.S. families live, and where 98.2% of all retail sales are made.

**COST PER THOUSAND:** Black-and-white page rate, \$2 per thousand—lower than that of any other major national magazine.

A WEEKLY MAGAZINE...A DAILY HABIT



## ADVERTISING IN BUSINESSPAPERS MEANS BUSINESS

... especially when that advertising is guided by specific, finger-on-the-pulse knowledge of what makes advertising work most effectively to sell business. ABP has capsuled that knowledge for you in a series of aids that will help make your businesspaper advertising mean the most business.

**Send for these booklets to help make your advertising more effective:**

- 1. BUSINESSPAPERS... THE "WORKING" PRESS...** Spells out the function of the business press in today's fast-moving economy. Shows the intensified use of the medium by American business men. Illustrates effective businesspaper campaigns — and tells what makes them work. No charge.
- 2. INTENSIVE ADVERTISING...** This is a booklet that gets back to fundamentals... sets down the a-b-c's of sound advertising... points the way to greater returns from your ad-investment. If you haven't read it, you should. If you have, you'll find it good re-reading. It will jog some of the basics back into perspective. No charge.
- 3. MAN IN THE MIDDLE...** Eight folders (wrapped in a convenient file folder) on copy themes for advertising in merchandising papers. Each folder analyzes a specific sales objective... suggests copy slants that work... shows typical examples of advertising that is doing the job of selling more to — and through — dealers. No charge.

Just write to any ABP member publication or to Business Service Department...

**THE  
ASSOCIATED  
BUSINESS  
PUBLICATIONS**



205 East 42nd Street, New York 17, N. Y.  
201 North Wells St., Chicago 6, Illinois  
1004 National Press Bldg., Washington 4, D. C.

very often. Somehow, we must help our dealers to bring in the right people. This is done in several ways. Perhaps we should name advertising first, since it uncovers the "suspects."

Our advertising agency, Boland Associates, San Francisco, represented the Ampex Corp. for the past five years, and wisely sold Ampex Audio on starting its advertising at the top, aiming at top-income consumers. The logical medium for reaching these top-income people who would also have cultivated and sophisticated tastes seemed to us all to be *The New Yorker*. During our first year (1956) we advertised and sold the concept of stereophonic sound and suggested that readers send in for our "extravagant brochure." They did — by the hundreds — and all the leads were passed along to the dealers. With each brochure sent out, we included lists of dealers located in the same state as the contact. At the same time that we were advertising in *The New Yorker* we were also advertising in the hi-fi technical publications and selling the portable and modular systems to the hi-fi fan. The list of magazines has been expanded and now includes a cross section of the class publications such as *Holiday* and *House & Garden*.

The people who write in for the free brochure help to build up prospect lists for our dealers. How will he get them in for a demonstration? Personal contacting by his sales people is one way. Another is one of the offers we make available to the dealers. Take for example our 1957 Christmas promotion.

The "big sell" period is the last three months of the year, for the obvious reason that a home music system can contribute so much to family enjoyment. The bulk of the stores' volume is done prior to the holiday season. To help them take advantage of this natural peak in consumer receptivity we developed a promotion that gave the dealers a special tape of eight minutes of Christmas carols at a special price. Along with it we gave them mailing pieces and mats so that they might offer these tapes to the public. To every prospect who came in and actually listened through a demonstration the dealer gave one of the Christmas carol tapes, playable on any stereophonic system. This provided the dealers with a first rate list of highly interested individuals whom they were able to follow up with personal calls. Results have been gratifying. The 1957 tape offer was a development from a similar offer made in 1956. For the 1958 pre-holiday season we shall work out a new promotional idea along the same lines.

One seasonal promotional idea is a suggestion for a new and very modern "family album" — a "lifetime collection of stereophonic sound souvenirs of trips, vacations, parties and family occasions." This is an opportunity to promote the portable unit which we call the Ampex Caprice.

Another is "Teen Tape Parties." Still another suggests that family "togetherness" can be encouraged with a home music center as the focal point for family fun. Ampex provides the dealers with the material for spreading these ideas around their communities, through publicity releases, their own advertising, or direct mail. The ideas are used also in personal selling. They are proving most successful. Dealers who have taken the trouble to show parents and their children all the fun they can have through these Ampex systems — console or portable — have won real results. Even rock 'n roll can sound great when reproduced stereophonically!

### Training Emphasized

Sales training — of our own field men and of dealers' personnel — has played an important part in our program so far and will come in for even stronger emphasis in the months ahead. This is handled through the zone managers who in turn are responsible for the development of the ten district managers. The latter work with and train the dealers and their people. Periodic sales meetings and training sessions are held, emphasizing demonstration techniques.

If we have learned anything definite in our first two years in the consumer market, it is that *dramatic demonstrations sell*.

In assessing results, we find it most interesting that, in our console line (as distinct from the portable systems), it is the highest-priced units that have sold best. Two-thirds of the sales are in the top price bracket. The portable group still leads in sales, but the consoles are forging ahead steadily.

The going from here on is sure to be rough. All of the major factors in the music equipment industry are getting into stereophonic sound and hi-fi units also are coming in from England, Germany and Japan. Each will probably find its slot in the American market. But we are still going to shoot for that real small group that represents the cream of the crop. If we can get and hold on to our share of those people who want the best, recognize and appreciate the best — and have the money and inclination to buy the best — then we shall be happy. •

SALES MANAGEMENT



## MEN WHO READ BUSINESSPAPERS MEAN BUSINESS

When a man reads his businesspaper he has one practical motive in mind. That motive is profit. For his business. For himself.

He reads carefully, thoroughly, searchingly. He's alert to news of the trade or industry. He's receptive to fresh ideas, new products that he can put to work. To anything, in short, that spells profit.

For these reasons, the man who makes decisions in business reads businesspaper advertising with the same concentration he devotes to the editorial pages. And . . . for these same reasons, there's no better place for you to concentrate advertising than in the businesspaper he reads—for profit.

**No advertising is better than the businesspaper it appears in.**

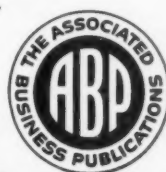
From your knowledge of advertising, you're aware that a publication's worth as an advertising

medium depends on its editorial strength. You know that your advertising gets maximum results in the publication with the greatest editorial strength.

There are two simple ways to determine which are top publications in their respective fields. One: learn to recognize the ABP symbol—a symbol of editorial independence and publishing integrity for more than 50 years. Two: investigate paid circulation. People *read* publications they pay for. And all ABP papers are bought and paid for. All are audited by ABC. Currently, more than 3 million subscribers spend more than \$15,500,000 a year to read them.

Place your confidence and your advertising in ABP papers. You can be sure they're read by men who mean business.

**MOST OF THE BETTER  
BUSINESS PUBLICATIONS  
DISPLAY THIS SYMBOL . . .**







IXL now is more than the brand name. It is also the company name. The former Workman Packing seeks brand identification, label clarity. The old package was cluttered,

on the front, with a description of the contents. The new label color is clear, chrome yellow, replacing a dull brick red. The illustration now appears on both sides of the can.

## How to Reorganize a Company So You Focus on Point-of-Purchase

### First Steps, Only . . .

Financial management, which took over IXL Latin type foods three years ago, considers these steps only a means of reaching their goal:

1. Installation of modern business methods
2. Plant modernization
3. Upgraded product quality
4. Establishment of new brokerage system
5. Definition of a customer

### Which Make Possible

- Improved Packaging
- Improved Merchandising
- Improved Advertising

### The Goal

**S  
A  
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!**

TV commercials in 27 West Coast markets are currently inviting housewives to change the pace—and ease the preparation—of family meals by serving an Italian or Spanish dinner.

The sponsor: IXL Food Co., San Leandro, Calif. The budget calls for an investment of \$400,000 between May 1 and mid-November. The TV spot sales program is supplemented by ROP newspaper color advertisements.

When, three years ago, a new management group took over the IXL brand line of canned specialty foods, it found the line to be suffering from three major sales handicaps:

1. poor packaging;

2. inadequate merchandising;
3. practically no advertising worthy of the name.

Bold programs initiated on all three fronts have brought the company much widened distribution and initial sales increases of 600%. In the three-year period, the volume on the company's Italian and Castilian style foods alone gained by 300%. These gains mark the beginning of a spectacular comeback for one of the West's oldest specialty canners, dating back through acquisitions and mergers to 1895.

All three of the original small companies making Latin type foods were started in San Francisco. Brought to-

gether as Workman Packing Co. in the early 1900's, the company expanded from local distribution into southern California and the intermountain territories and by the early 1930's was doing well. But the business remained more or less static despite a line of products (tamales, enchiladas, raviolis, mushroom sauce) regarded as of sound quality, and a brand name (IXL) known and popular with retailers and consumers. Distribution was limited pretty much to northern California, although plant capacity had grown and forced the move in 1950, to San Leandro.

The group of San Francisco Bay business men associated in the food business, who moved into the picture

# Is \$17 too much to pay for one sales call?

Not if you get your money back — with a profit. But today, with selling costs coming in for close examination \$17 seems a hefty cost-per-call.

Particularly when you realize that the average industrial salesman calls on only five companies a day. Simple arithmetic shows he's lucky to reach three key men in 300 accounts twice each year.

The big job is to make sales calls more productive, to get more results from salesmen.

In the \$130 billion Metalworking market, for instance, there are 13,000 plants with over 50 employees. Even with a top sales crew, an industrial supplier has trouble getting into each of these key firms. And it's almost impossible for him to reach all the men who must say "yes" for the order.

But we're working with these men every day. As a publication for production engineers and executives in Metalworking, American Machinist is accepted as

a "tool" of their jobs. And these are the very men that your salesmen want to see and sell.

Advertising in American Machinist is a simple, straight-line way to get greater results from your costly investment in direct selling.

In American Machinist's solid-production editorial setting, advertising pre-sells your product to technical-minded (and hard to reach) production men. Specification and application copy is at work before, between and after your salesman's calls.

Thus, calls are made more effective, selling time more productive. Costs go down because salesmen are closing sales — the job they're best designed to do.

This idea isn't new. It's just a timely reminder that this is a good time to increase sales efficiency in Metalworking by increasing your advertising to the men who make the buying decisions in this major market.

McGraw-Hill Magazine of Metalworking Production

330 West 42nd Street, New York 36

**American  
Machinist**



in 1955 thought they knew what was wrong. They brought with them enough new capital to implement their beliefs. In preparation for the move which shortly would directly influence packaging, merchandising and advertising and add up to increased sales, the new executives:

1. streamlined the entire operation in line with modern business methods;

2. embarked on a plant modernization program, now near completion, involving an expenditure of half a million dollars and providing buildings, equipment and methods of proc-

essing which rank tops for production of specialty foods on the Coast;

3. upgraded products all the way back to the raw materials going into them and added two new products: chili con carne, and Lasagne (egg noodles with beef);

4. set up a new brokerage system with volume potential due to be increased 50% on completion of the plant program, changing from one exclusive broker who operated through field brokers, to one in each territory in which IXL intended to operate. This gave coverage for northern California,

southern California, west Washington, east Washington, Oregon, and Salt Lake City-Idaho. For each major territory, a sales manager was added, assigned to work with brokers and their men and establish liaison between the company and its customers.

5. defined customers as being the direct buying chains and quality wholesalers.

The ground was now cleared for laying the foundations for promotional efforts.

Responsible for the new look is the management group consisting of: Henry Howard, president; Paul B. Butler, chairman of the board (as of December, 1957); H. P. Huebner, vice-president and treasurer; and Lou Ruffatto, in charge of sales.

#### Package Scrutinized

When the new management of IXL looked at the firm's packages it spotted these weaknesses:

1. no relationship between the brand name on the labels (IXL) and the company name (Workman Packing Co.);

2. a heterogeneous collection of designs, hence no family resemblance between the various products;

3. obsolete designs;

4. lack of distinction . . . the packages did not stand out on the shelves;

5. complete absence of positive selling features;

6. inadequate range of sizes.

The remedy was a complete redesign job, preceded by a change in the corporate name to IXL Food Co. so as to take full advantage of the IXL name on the label. Quality of the design and the appearance of the label were upgraded to be commensurate with the quality of the can contents. The company aimed at brand identification, clarity, appetite appeal, a clean, sharp appearance for the brand name, name of product, and serving information.

Originally, the range of can sizes had been a one-pound can, an 8-ounce size and a buffet type. To these a new-comer was added—what the company called its "family size can." The 40-ounce package was designed to serve four persons amply. The thinking behind the introduction of this new size was twofold: a) families are getting larger; b) housewives are becoming accustomed to spending less time in the kitchen. IXL's management also kept in mind that many housewives work, either whole or part time, and

ONE OF THE FIRST 100 MARKETS

## QUAD-CITIES MARKET DATA

ROCK ISLAND, MOLINE, EAST MOLINE, ILL. AND DAVENPORT, IOWA

### Illinois' number 1 downstate radio station is WHBF

Yes, WHBF is first among 68 downstate Illinois stations—and WHBF is also first in the populous Quad-City market, according to NCS No. 2.

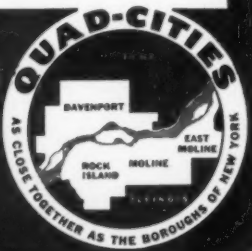
Retail sales in the Quad-City area are above the national average. Rock Island, Moline, East Moline are rated "preferred cities" by Sales Management magazine.

If your plans for fall and winter promotion include a strong effort in Western Iowa and Eastern Illinois, you can profit by an advertising investment in WHBF radio.

Your inquiry for complete market data and availabilities will be handled promptly.

CBS FOR THE QUAD-CITIES  
**WHBF** AM TV  
5000W — RADIO • 100KW — TV  
For Market or Coverage Data Write or Call  
**AVERY-KNODEL, INC.**

or Maurice Corken at WHBF, Rock Island, Ill.



# MEMO

TO: All Katz Associates  
FROM: Jim Terrell  
SUBJECT: Nielsen Coverage Survey #3-1958



Please see all time buyers soon as possible with 1958 Nielsen #3 information.

Stress the one basic fact that:

Based on monthly coverage

WKY-TV delivers 8% more homes than the 2nd station.

WKY-TV delivers 43% more homes than the 3rd station.

(Incidentally, the figures for weekly coverage show the same spread of superiority between WKY-TV and the other stations.)

Remember, these are homes in the Oklahoma City market.

No fringe County coverage in adjoining states is included.



**ASK YOUR KATZ MAN** to show you the A.R.B. figures, too. The combination of #1 coverage plus #1 viewer preference is the reason why more people make up their minds to buy while watching WKY-TV than any other station in the area.

## WKY-TV

**NBC—Channel 4  
OKLAHOMA CITY**

WKY Television System, Inc.  
WKY-TV, Oklahoma City; WKY RADIO, Oklahoma City  
WTVT, Tampa; St. Petersburg; WSFA-TV, Montgomery  
Represented by THE KATZ AGENCY



have a real need for wholesome meals which can be quickly put together. The new large container was seen as providing promotion ammunition in terms of today's housekeeping realities.

The package changes were carried through to the shipping cartons, which were revamped to provide grocers with a ready-to-use mass floor display, and also to make for better, quicker identification of brand, item in the cans, and size of cans, in the warehouse. The new cartons employed the new chrome yellow used in the labels, with the same red brand spot and white IXL letters.

The company does not consider its packaging program "closed." Continuous re-evaluation is seen as necessary in today's market.

When IXL Food Co. embarked on its project for increasing markets and volume of sales, it kept in mind one dominant thought: The highway to consumer favor is through dealer acceptance and good will. How is that won?

IXL's active management team, all thoroughly experienced in the food business, knew that, for a retailer to feel enthusiastic about handling a product and pushing it, it must be

worth his while. It cannot be a one-shot proposition: he must be convinced that customers will come back for more, again and again, or he will lose interest, no matter how attractive the initial deal may look. Having taken steps to assure a sound basis for consumer approval by providing a quality product, packaged in a manner to make promotion easy, the company set up an integrated promotional program for wholesalers and retailers. Dramatic point-of-purchase material was developed, featuring the new package and playing up the "romance" or "adventure" of the exotic specialties in the colorful cans.

In selected areas, retailers were tied in to a label redemption offer aimed at making new customers for the IXL line and encouraging purchase of the family-size can. For three of the labels from the 40-ounce can, users mailing the labels to company headquarters received a one dollar bill. Purchase price of the three cans, of one or several of the items packaged in the family size, was approximately \$1.85, so it was an attractive offer. The grocer received his full margin and was not required to handle coupons or any other detail. He simply set up his mass floor display of the large size packages, with a poster giving customers information on the offer and instruction data. A giant "silver dollar" was provided to retailers who participated, to top their floor displays.

### Convincing Customers

This offer was tried out in a market in the Northwest last fall; is currently under way in southern and in northern California. The thinking behind it: Customers who once try these products will be convinced by their quality and convenience to become regular users. Initial response appears to be bearing this out.

Dealer interest and good will are stimulated and maintained by other means of a more personal sort. For example, in January 1958, when IXL made its formal entry into the Los Angeles market with its full line on an area-wide scale, here's what the company did.

Leading grocers and food merchandising people and their wives were invited to a Latin Foods and Fashions party, staged at the Beverly Hilton Hotel. The invitations announced that "the celebration will feature adventures in Castilian and Italian cuisine as well as the latest fashion creations from Europe's top designers, the House of Fontana Sisters in Rome and Madrid's House of Fashion Pedro Rodriguez." The guests were



delivered to you exclusively by **AMERICAN MOTEL**

Many fringe publications (hotel, tourist court, resort, etc.) nibble at the edge of this vast \$2 billion motel-motor hotel market, but *only* AMERICAN MOTEL goes straight to the center, and delivers the necessary "buying power".

Over 58,000 motels, but like all markets there is both wheat and chaff. AMERICAN MOTEL'S exclusive "BUYING POWER AUDIT" to be issued this December, and every six months thereafter will do the separating for you. It will peg buying power both by individual subscriber and total circulation to give sales managers an exact measure of sales potential — not a projection or a guess, but an audited report.

Complete market and media data is now available upon request. Remember, what was true of this market five years ago or even last year is not necessarily going to be true next year. Rapid market growth has meant rapid market changes. To plan ahead, know ahead!

- ★ New 1959 "MOTEL MARKET AND SALES ANALYSIS" outlining current market trends as they will affect sales and advertising programs.
- ★ New Motel **DISTRIBUTION STUDY** showing sources of supply for 42 products broken down by motel size and location.
- ★ New motel **CONSTRUCTION STUDY** showing who makes the purchasing and planning decisions for new construction.
- ★ New 1959 "EDITORIAL FORECAST" — ready now so advertisers will not have to plan sight unseen.
- ★ New, **READEX REPORTS** to help advertisers evaluate copy slants for this new and distinctive market.

Advertisers have placed more pages of motel advertising in AMERICAN MOTEL than any other market or fringe publication, because they know if a motel operator has buying power, he reads . . .



Patterson Publishing Co. • 5C South Wabash Ave. • Chicago 3, Ill.

# GRAND RAPIDS, MICHIGAN

One of America's

## TOP TESTING MARKETS

**ISOLATED MARKET**—147 miles from Detroit. 172 miles from Chicago. 167 miles from Toledo.

**BALANCED ECONOMY**—600 manufacturers in over 300 diversified industries.

**TYPICAL POPULATION**—338,100 (Metropolitan Area)—92% native born. 8% foreign born.

**HIGH INCOME**—Effective Buying Income: \$6,109 per household—3% above national average.

**EXCELLENT MARKETING FACILITIES**—Grand Rapids is the wholesale and retail marketing center of the 23-county West Michigan area.

**FAVORED FOR TESTING**—Companies who have already tested products in Grand Rapids include: The Toni Co., Pillsbury Mills, Lever Brothers, Proctor & Gamble, Colgate-Palmolive, Battle Creek Foods, Bristol-Myers.

### SATURATION COVERAGE

#### ... ONE LOW COST

100% family coverage of the Grand Rapids City Zone and 63% coverage of the Retail Trading Zone is now possible through the combined circulations of The Grand Rapids Morning Herald and Evening Press. And this coverage is available at one low rate—50¢ per line.



Booth Michigan Newspapers

**THE GRAND RAPIDS PRESS**  
EVENING  
**THE GRAND RAPIDS HERALD**  
MORNING • SUNDAY

National Representatives: **SAWYER-FERGUSON-WALKER COMPANY, INC.**



**ROP COLOR DAILY**

**SPLIT RUN COPY ACCEPTED**



**168,598 circulation\***  
Combined Morning & Evening

\*ABC Publisher Statements, March 31, 1958

told that the food "would be prepared under the direction of two world-famous chefs, Anselmo Savini of the Excelsior Hotel in Rome and Angel Caceras Maranon, chef at the Castellana Hilton in Madrid." The chefs were brought over for the party by IXL, as were models from the two fashion houses named.

### To Please the Ladies

For the dinner, each of the chefs prepared one of his specialties and included on the menu—as it came from the can—one or more of the IXL items. The main reason for adding the fashion show was to attract and interest the women of the party, since women do most of the buying and their approval is necessary if a product is to win long-term favor. About 1000 attended the Los Angeles party. When a similar affair was put on shortly after in San Francisco, at the Mark Hopkins Hotel, about 600 food men and their ladies were the guests.

The San Francisco celebration—and to some extent, the one in southern California as well—was billed as a "Thank You" from IXL to the

trade. Initial sales gains in the IXL "convenience" delicacies "prepared in the Italian and Castilian style," the company told its guests, totaled 300%. "Officials of IXL wish to celebrate this with the friends who made this remarkable gain possible." The prestige build-up for the IXL line and the good will engendered by the parties, are considered by the management of the company to be very real but immeasurable.

Outside of trade circles, small dinners featuring the IXL foods are put on from time to time for women's organizations, various types of clubs, Scout organizations, etc., usually to help them to raise funds. It is considered by the company to be a good means of sampling, if not overdone. Grocer tie-ins can sometimes be arranged.

When IXL decided to begin consistent advertising its executives faced an unpleasant fact. There was no doubt that meals in cans had fallen behind in consumer favor. The advent of the quick-frozen dinner and of frozen foods in general might have had something to do with it; also, a factor IXL officials admitted, was

the ill will generated by a few specialty products which were inferior. The company knew that what it had to offer was the best that could be provided in cans. But how convince the housewife? How restore glamor to canned dishes? How overcome "can skepticism"?

A program was worked out which would simultaneously put forward the convenience of the IXL products for busy housewives, and emphasize both the appetite appeal of the well-seasoned Latin type foods.

### Priming the Palate

"Dreaming of a little sidewalk restaurant at the Italian Riviera where you can enjoy one of those out-of-this-world dishes for which Italian cuisine is famous? Well, dream on . . . but, meanwhile, get a can of IXL Lasagne or Chicken Ravioli . . . heat . . . and serve . . ." and so on. A "Castilian Style, too," head featured Chili Con Carne with Beans.

The company started with black-and-white newspaper display space and radio up and down the Coast; then added outdoor in selected markets. Results were good. But, not entirely satisfied, the company decided that color was needed to do the foods full justice. In 1956 it went into ROP color in all major newspapers on the Coast, using full pages and picturing in bright, natural color, the various dishes against a background of gondolas, blue Mediterranean water and similar touches of romance. "Tonight! Serve these Masterpieces of Italian Cuisine!" was the heading used in one full-page advertisement featuring the 40-oz. can. ("With one family-size can of Chicken Ravioli or Lasagne, a green salad and some toasty, crusty Italian bread, 4 lucky people can dine in grand style.") The dishes were pictured in natural colors. The company continued to supplement its newspaper program with radio and outdoor.

The advertising was continuously merchandised to the trade, with advance information on when and where the copy was to appear, so that grocers might tie in on the local level. IXL and broker and wholesaler field men helped to stimulate such tie-ins and to help grocers make their participation effective.

With the current year, IXL increased its advertising budget 100% for the first six months of 1958, making the firm the largest user of ROP newspaper advertising of foods on the West Coast. Recently, advertising has been extended to the Salt Lake City territory. Compton Advertising, Inc., is the agency. ♦

### "Take a Number, Please!"

What do you do when you have a product so new everyone wants to buy it—aside from sending up a few resounding cheers? And what happens if you can't immediately gear up production to meet the demand?

The American Photocopy Equipment Co. was faced with this dilemma when it introduced what it calls "the first desk-top, plastic laminating machine." The "Ply-On Laminator" seals business papers and documents in a thin layer of plastic to preserve, protect and beautify them. It sells for \$275.

Apeco's dilemma-solver: the crowded bakery or meat market method of "take a number, please." By simply giving each customer a priority number it took the heat off what could have been a testy situation.

When Apeco introduced its new baby at the New York Business Show late in '57, leads poured in from companies, coast to coast. Then Apeco decided on engineering improvements before launching full-scale production. The company wrote a thank-you to inquirers, explain-

ing the delay. Even after the letter went out inquiries continued to come in.

So a registration form was sent out with a covering letter. The customer was given an option to buy and a priority number to assure him a fair spot in the sequence of delivery. Apeco's Plastics Division sales manager, Arnold Perry, who thought up the "number, please" idea, says that 15% of registration forms received have resulted in firm orders, pending product demonstration.

So successful has been the priority system that Apeco has included a space on the registration form where the prospect can note applications he has in mind for the laminating machine. A flood of suggestions has come in. A Texas insurance company plans to use the machine for ad reprints, testimonial letters, sales literature. An Arizona machine parts manufacturer intends to laminate service manuals and catalogs.

All this with a machine that has never been advertised and is nowhere in use at present!



## "IT'S GREAT WHEN SOMEONE ELSE\* SAYS YOU'RE BEST AMONG MAGAZINES"

\* In a study conducted by Pulse, Inc. for ABC-Television Network during April, 1958, 1029 women were interviewed in the cities of New York, Philadelphia, Detroit, Cincinnati, Atlanta, Chicago, Dallas, Fort Worth, San Francisco, Seattle and Tacoma. Here's what they had to say about magazines:

Question: Which magazine would give you the most confidence in a product and, per- haps, get you to buy the product?		Total
}	Good Housekeeping . . . . .	64.6%
	Reader's Digest . . . . .	22.8
	Life . . . . .	19.5
	True Confessions . . . . .	1.4
	Confidential . . . . .	.3
	No Preference . . . . .	1.9
	Total . . . . .	110.5%
	Base . . . . .	(1029)

It's just another confirmation of the truth in "Win A Woman's Confidence . . . And The Rest Is Easy!"

# Good Housekeeping

A HEARST MAGAZINE  
CREATES A CLIMATE OF CONFIDENCE FOR YOUR ADVERTISING

SEPTEMBER 19, 1958

65



# How Long Has It Been Since You Revamped Your Hang Tags?

... Or are you still trying to sell without them altogether? Tags have long been familiar on soft goods, but now they're frequently found on glass pitchers, pianos, hard goods. They help the customer and assist salespeople.

By **JAMES C. CUMMING**,  
Vice-President, *Anderson & Cairns, Inc.*

When John J. McCarthy, consultant for marketing and personnel development of the General Electric Co., addressed the annual convention of the National Retail Merchants' Association, it's unfortunate that there were not as many sales managers as retailers in his audience. The subject of his talk—how to step up the efficiency of the retail sales force—was aimed as much at manufacturers as it was at retailers.

"You may smile at the industrialist in your community who is currently experiencing a strike," said McCarthy. "Yet at this very moment you may have in your store the most serious, the most costly of all strikes. It is the difference between the effort and performance your people are giving you and the effort and performance they can give you if they are supplied with the proper motivation."

Then McCarthy proceeded to define his terms:

1. He reported that after millions of dollars have been spent on advertising, the merchandise is turned over to salespeople who know nothing about this merchandise.

2. He blamed buyers who believe that merchandise information should be picked up by their salespeople through a process of "osmosis and exposure." *He also blamed manufacturers for their failure to provide proper educational material.*

3. He suggested that too much stress has been put on the ability of name brands to sell *themselves* to the public.

4. Buyers, management and manufacturers have fallen down on their responsibility to train the selling staffs.

5. Failure to supply the best in sales training is stupidity, and this neglect will reduce profits.



You may or may not agree with McCarthy. In this day and age it is true that many salespeople are mere attendants, who guard against pilferage and supply a minimum of service such as making change and wrapping parcels. They certainly don't sell, and in the self-service stores they have been eliminated altogether. But the fact remains that in "big ticket" departments of department stores and in specialty stores the salespeople *do* sell. Where this is true they can be trained with special courses, booklets, lectures, motion pictures and, most important of all, *complete information on a hang tag.*

But what about the situation to which McCarthy refers, when in the vast majority of cases training by the manufacturer is impractical or impossible?

The answer is to do the selling yourself—through a complete selling message that is firmly attached to your product. If you make a food product, it's the story on the package that should do the complete selling job. If you make appliances, or fur-

niture, or textiles or similar products, the time-honored hang tag has assumed new and vastly increased importance.

That is why right now is a good time to re-examine all your hang tags to see whether they measure up to the work they have to do under today's difficult selling conditions. They have a double load to carry:

First, they must supply the right information to the salesperson so he can find the answers to every question the customer will ask.

Second, they must give the selling points of your product directly to the customer, so the shopper in a self-service store will know how to compare your item with competing products, and why yours is better.

But don't retailers remove hand tags when the merchandise is received? Not any more, they don't!

A survey by *Women's Wear Daily* in department stores and specialty stores in a number of major markets revealed that 50% to 90% of merchandise received by stores is now tagged. In Detroit, for example, most of the buyers interviewed stated flatly that hang tags are a vital aid to selling which add authority to the salesperson's information. They observed that most tags had improved markedly within the past year, but they wished that more specific information about the content, features and care of the merchandise would be included. In Houston a preference for woven labels was expressed: they are *sure* to stay on the merchandise.

In Denver, buyers cited the great variety of new fabrics, new blends and new finishes as an important factor that underscores the need for hang tags with fabric information and washing or cleaning instructions. One Denver buyer said, "Many customers come into stores today and know more about the new fabrics than we do. They read up on them in the



- / Actually, total effective buying income of more than \$2.9 billion
- / More retail sales than Arizona and Montana combined
- / Not covered by San Francisco and Los Angeles newspapers

Proper coverage of the vast California market requires getting your story into the inland valley; it's untouched by newspapers from over the mountains. Only the Bees get the valley-wide readership you need.

*Data source: Sales Management's 1958 Copyrighted Survey*

## **McCLATCHY NEWSPAPERS**

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



In the newspaper field, only McClatchy gives national advertisers three types of discounts . . . bulk, frequency and a combined bulk-frequency. Check O'Mara & Ormsbee for details.

magazines and learn a lot about them on television. Salespeople must have this information easily accessible to aid in selling a garment."

In Philadelphia one buyer mentioned the exacting instructions on major appliance hang tags, which he said were almost a guarantee of durability with proper care. This, he said, protects both the manufacturer and the retailer from returns. Similar reactions came from buyers in Memphis and in Richmond. *The buyers stated that most stores will not remove the tags if they carry the name of the fabric, the percentage of fiber content, and information about how to care for it.*

In Washington a buyer mentioned the tags of Galey & Lord and Dan River Mills as being close to perfect from a retailer's point of view, and wished that more fabric houses would give as much information.

Don't let the fact that you put full selling information on the outside of your cartons lull you into a false sense of complacency. When your product is removed from the carton for use as a floor sample, what happens to your sales points? That's why the right tags are particularly important today on major appliances. This is documented by a recent study of tags in Gimbel's, N. Y., as part of the Rothchild Printing Company's Continuing Study of Tags. The report on this survey stated:

"Since the early days of merchandising, tags were associated with soft goods. While it is still true that a majority of soft goods are tagged, the trend toward tagging has spread to

nearly every other department in the store. In some categories like housewares the trend is obvious, but the tag has also moved high up the luxury ladder to the piano and to such previously untagged items as glass pitchers."

In the course of the survey the tags found in Gimbel's included button tags, string tags, tags stapled on and tags especially fitted. There were small tags that contained no more than the manufacturer's name, and there were booklet tags 16 pages long. The survey reported that although the tags were highly individual in appearance, they all had the same aim: to increase sales by helping the customer and the salesperson. They achieved this aim by their shape, their color, their art and their copy.

Still more specific was this report by the *Department Store Economist* on the results of an opinion poll among buyers and merchandise managers on the subject of informative labels:

1. 98% of the buyers believe that hang tags help sell quality products.

2. In answer to the question, "Whom does the tag help most?", 42% said, "the customer" and 58% "the salesperson."

3. 65% of the buyers felt that tags for most products do not carry sufficient practical information, while 35% were satisfied with current labeling.

4. In regard to specific suggestions for improving information-value, in order of importance:

100% wanted more copy on the care of the products.

96% wanted more instructions on what NOT to do to the product.

79% wanted an explanation of the physical description of the product.

60% stressed better brand-name identification.

56% wanted details of product contents.

What tags would be best for you to use as models when you re-examine your own labels? In their answers to various surveys the retailers were quite explicit in mentioning the tags they feel do the best job. In soft goods, the Wings Shirt tags won kudos for their copy on guaranteed color. Kaynee tags are liked for their size and washing instructions. McGregor tags are liked because of their color and design, their brief, informative copy, and the perforated price strips which may be removed for promotions.

In the appliance field, the tags most liked are those of General Electric, Hotpoint, Hoover, Philco, Sunbeam, RCA, Magnavox, and Mirro-Matic Percolators. An especially enthusiastic word for Westinghouse tags was spoken by a merchant in Traverse City, Mich., who said, "Westinghouse small appliances outsell all other lines in our store because of the hang tags. Inexperienced salespeople have no difficulty in making sales."

In the home furnishings field the tags specially cited included those of Everfast, Heywood-Wakefield, Drexel, Simmons and Bates Fabrics. The St. Marys' Blanket tags were described as "well designed and informative" and the Cosco tags as "a good size tag of 6 x 12 inches, informative, colorful, excellent instructions."

We hope that stopped you, because this may be as good a time as any to ask the question, *how big should your tag be?* The answer is, big enough to tell your full selling story.

Dow Corning Corp., maker of Sylmer silicone finish for textiles, gets the whole story on a double-face 3 x 3 1/2-inch tag die-cut in the shape of the Dow Corning trademark.

For its automatic toaster Westinghouse uses an eight-page booklet tag which goes into full details of operation and care.

It's not a matter of size; it's a matter of what you say on it or in it. It's also a matter of doing your tag revisions *now*, for with today's conditions of minimum service or self-service, you're missing sales if your tags don't sell your product. ♦

## Get the Whole Story!

Study the consumption pattern of your product. You will find that the demand for it is determined by a few significant characteristics.

You can't judge a market by a single factor. It's bad business that could lead to no business. Each market has its own set of local characteristics. For example:

The county ranked 53rd in U. S. population, is 50th in retail sales and 40th in Effective Buying Income. And it has the greatest percentage of TV homes coverage (99.6%).

What is the county? What is its principal city?

### ANSWER:

Montgomery County, Ohio. Principal city: Dayton.

Source: The May 10 SALES MANAGEMENT Survey of Buying Power

Population data: page 102

Retail Sales data: page 110

Effective Buying Income data: page 104

TV Coverage data: page 94

# NOW—all advertising in Reader's Digest will appear next-to-editorial

*One of 7 ways your advertising dollars can work harder in 1959: Reader's Digest gives every advertisement a premium position at no extra cost.*

Now every advertisement in Reader's Digest—half-page, full-page, spread or multi-page—will appear opposite or adjacent to the editorial content of America's most widely read magazine. Each advertisement will benefit from the thorough reading, frequent pick-up and long life that the Digest earns from millions of men and women who believe what they read in this magazine. With bleed, color and next-to-editorial positioning, now more than ever, your messages will have more lasting value and more selling opportunities.



"Hey! We almost forgot the most important thing!"

Remember to remember your camera this weekend. And for beautiful snapshots in color—load it with Kodacolor Film

All good times "happen" in color. So why not catch them that way... in Kodacolor snapshots... to enjoy over and over again.

Kodacolor snapshots are as easy as black-and-whites. Get a roll of Kodacolor Film for this weekend. You can have it processed locally in many cities, or by Kodak. Ask your dealer.

See Kodak's "The Ed Sullivan Show," "The Adventures of Ozzie and Harriet."

EASTMAN KODAK COMPANY, Rochester 4, N. Y.



**Kodak**  
TRADEMARK

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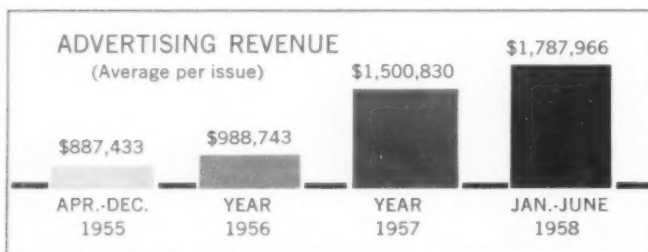


# In planning your 1959 advertising schedule consider these 7 new advantages in Reader's Digest

On top of its record-breaking circulation and advertising gains,  
Reader's Digest now brings seven new basic benefits to advertisers:

- ★ 4-color advertising for only 13.1% more than black & white
- ★ Half pages in U.S. Edition for the first time
- ★ 2-color advertising at the same cost as black & white
- ★ All advertising placed adjacent to editorial matter
- ★ Bleed-page advertising—40% more space—at no extra cost
- ★ New 11,750,000 circulation rate base
- ★ Lower cost-per-thousand for 4 colors than any other major magazine offers for black & white

35 million readers each month! Three factors make advertising more effective in the Digest. It has not only the largest magazine audience in the world, but the best coverage of the top-income groups. And it has a built-in believability unmatched by any other magazine and unapproached by any other medium. Put Reader's Digest to work for you—all through 1959. Call MURRAY Hill 4-7000.



So far in 1958, advertisers have invested 19% more in Reader's Digest than in the same period last year—proof of their successful use of the magazine.



People have faith in  
**Reader's Digest**

*Largest magazine circulation in the U.S.—Over 11,750,000 copies bought monthly*

DUTCHESS, a German Shepherd, rescued this 10-year-old girl, and became Ken-L-Ration's 1958 gold medal winner.



## Life-Saving Lift to Dog Food Sales

Applications are now being received by Ken-L-Ration for hero citations to dogs that have saved lives, routed thieves, located injured people and performed other feats. Next summer the firm will select its sixth Hero of Heroes Dog.

Late in August, a rangy, sharp-eyed female was the center of attraction at the Palmer House Hotel in Chicago, where she received a \$1000 U.S. Savings Bond, a wool blanket, a plaque — and a gold collar-leash set.

The female, a German shepherd from Excelsior, Minn., was cited by Ken-L-Ration as the Dog Hero of Heroes for 1958. This was the fifth annual affair held by Ken-L-Products, a Division of Quaker Oats Co., in a program which not only honors Man's Best Friend, but also serves as an excellent public relations and sales promotion vehicle. It is one reason why

Ken-L-Ration is considered to be the world's largest selling dog food, with sales increasing each year.

Dutchess, this year's award winner, had the gold medal hung around her neck by Robert E. Gerstung, a Congressional Medal of Honor winner for heroism in Europe during World War II. The child whose life she saved, 10-year-old Linda Phillippi, stood proudly beside her and shared in the applause of more than 100 guests.

The deed that won the top award for Dutchess took place on a small lake adjoining the Phillippi property near Excelsior. Linda and two of her

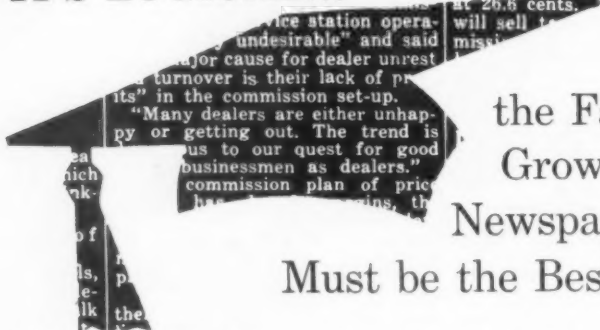
brothers, Johnny, 11, and Matthew, 6, were riding with their father in his homemade hydroplane. When they were in the middle of the lake and turning toward shore, the boat began to swamp and turn on end.

Only the father, Donald J. Phillippi, and Johnny could swim. Linda and Matthew tried to hold onto the sinking boat, while their father struggled to keep their heads above water.

Dutchess had witnessed the accident from the yard. When she saw the children in the water, she immediately plunged in and swam to the scene. The father, hanging on to Matthew, told Linda to grasp the dog's collar, and Dutchess towed the floundering child 150 yards back to shore.

A neighbor from the other side of the lake, who had seen the accident, arrived a short time later in his boat to pick up the father and two boys, just as Dutchess was on her way back

## IT'S LOGICAL...



## the Fastest Growing Newspapers Must be the Best!

The *Morning Courier-Express* and the *Sunday Courier-Express* are Buffalo's fastest growing newspapers from both a circulation and advertising lineage standpoint.

**CIRCULATION GROWTH** can't fail to mean newspapers that people like to read regularly.

**LINEAGE GROWTH** indicates that users are finding that advertising pays better in the *Courier-Express*.

**FOR ECONOMY** — for more advertising for your dollar concentrated on those

with more dollars to spend — use the *Morning Courier-Express* to reach 45.9% of the families in ABC Buffalo — and more than 1/3 of these in the 8-County Western New York Market.

**FOR SATURATION** use the *Sunday Courier-Express*, the state's largest newspaper outside of Manhattan, to blanket the 482,108 families in Buffalo and the surrounding 8 Counties.

**ROP COLOR** available both daily and Sunday.

Member: Metro Sunday Comics and Sunday Magazine Networks

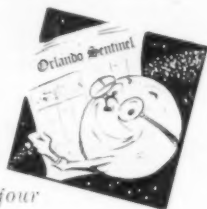
## Buffalo Courier-Express

Western New York's Only Morning and Sunday Newspaper

Representatives:  
Scolaro, Meeker & Scott  
Pacific Coast:  
Doyle & Hawley

## Gateway to the MOON

We Dominate at Cape Canaveral [Moon Missile Base] in Brevard and in four other Florida counties where we outsell Miami, Jax and Tampa papers 5 to 1. Canaveral spends \$124 million a year to shoot the Moon.



Down in Orlando, Fla. we have just started printing on our big new \$2½ million (including building and color gadgets) 8 unit Hoe Color Convertible press, fully equipped with all the latest devices to insure the best color printing possible.

Full color isn't new to us.

We've been doing it for over ten years.

We're the only newspaper in the world to print a full color front page cartoon daily for the past decade.

We've got the facilities and the know-how.

And we've got a new bigger A B C City Zone figure of 171,168.

## Orlando Sentinel-Star

"Ask Branham about Sentinel-Star Color"

out into the lake to rescue them.

Quaker Oats and Ken-L-Ration executives are "very enthusiastic" over the annual award competition since they feel it is a genuine goodwill gesture by the dog food division. The award was first offered in 1953 with only tentative plans to make it an annual affair, but the reception by public and press was so great that it was decided to carry it on.

Applications for awards are submitted in September each year, with attendant publicity in local areas. If a dog in Kansas City, for instance, rescues a human from danger in the fall of the year, he becomes a local hero and is given a hero's certificate by Ken-L-Ration. He is then a candidate for the Hero of Heroes award.

Approximately 70 dogs a year are candidates; this year 29 states were represented. Final decision on the top award winner is up to the panel of three judges, and in all cases to date the winner has been a unanimous choice. The judges, incidentally, are changed every year. The 1958 judging panel consisted of Dr. J. G. Hardenbergh, executive secretary of the American Veterinary Medical Association; Henry P. Davis, dog editor of *Sports Field* magazine; and Frank R. Warton, consultant to the Ken-L-Products Division.

Judges awarded prizes to the four runner-up dog heroes whose owners received bonds in denominations of \$500, \$250, \$150 and \$100, plus silver-plated leashes and collars, dog blankets, silver medals and plaques, and a six months' supply of dog food. The dogs were cited for such feats as routing thieves, finding injured persons and guarding lost children.

Dutchess, blasé about winning all the valuable prizes for her act of heroism, is right now enjoying something more desirable as far as she is concerned—a whole year's supply of Ken-L-Ration. ♦

### How are Your Brands Doing

Hundreds of marketing executives already have requested reprints of a 24-page SM study in the July 4, 1958 issue on

"Private vs. National Brands." Some reprints are still available at \$1 each. Enclose remittance with request. Write: Reader's Service Department, Sales Management Magazine, 386 Fourth Ave., New York 16, N. Y.

# \*Cover Colorful Arizona with Color...

**COMBINED  
DAILY COVERAGE**  
100% Coverage Metropolitan Phoenix  
60.8% Entire State Coverage

**100% Coverage Metropolitan Phoenix**  
**60.8% Entire State Coverage**

**National Representatives — Kelly-Smith Co.**

*The State's Greatest Newspaper*

*Arizona's Progressive Newspaper*





## THE HUMAN SIDE

BY HARRY WOODWARD

THE NAME'S FAMILIAR . . . but not the nickname. This is the '59 Buick, announced today. GM hopes the public will cotton to its series-name. It's Electra. All cars in the Buick series will have fancy new handles this year.

## Snobby Nicknames for '59 Buicks

Gone are the famous Roadmaster, Century, and Special. Meet Le Sabre, Invicta, and Electra. If Buick successfully pulls off this switch, will firms that traditionally follow automotive trends be far behind in their name changes?

Just as this issue of SALES MANAGEMENT comes to your desk the nation's Buick dealers are turning spotlights on their '59 offerings. Everything about the cars is new, says GM, except the "Buick" stamped above the radiators. Everything including Buick's long-established series names. Gone are Roadmaster and Special and Century and Super. In their places: fancy, foreign-sounding names: Le Sabre, Invicta, and Electra.

For the past two years, the GM Division that in 1955 jostled Plymouth out of third place in the automobile sales sweepstakes has had rough going. When the '57 Buick appeared the public yawned. "The car didn't look different enough," was the explanation of one top Buick dealer. In '58 Buick again brought out a new car. It, too, was met by an apathetic public. (As were most other makes.)

Yet its brother-under-the-skin, the Oldsmobile — to which it bore more than a surface resemblance — sold relatively well. The trade called the Olds "The King of Chrome." And with a solid segment of the American public damning chrome, General Motors pointed to Oldsmobile's success and said, "They don't like chrome, eh?"

So Buick, this year has a glistener. Buick also has those gaudy names. Why? Why should a company toss away trade names that have won respect and public awareness?

Edward T. Ragsdale, general manager of Buick Motor Division and v-p of General Motors, explains it this way: "The cars themselves are literally so new, so different from all previous Buicks that new names seemed mandatory. Only new names could complete the picture of a new generation of Buicks."

But there's more to it, possibly, than that. Buick felt that its old series names had outlived their usefulness. Around them hung the aura of the box office poison of the past two years. The big GM Division needed to wipe the slate clean, to create a totally new impression.

It was Ragsdale himself who selected the current series names.

"It was our feeling that the time had come to break with the past," he says. "I can't recall when Buick has made such a complete change in a new model. What we are offering to the public in 1959 is such a bold, new concept in design and styling that the old names just didn't apply to our present mode of living."

He chose the nice new names from a list of more than 1,000.

But the Buicks for '59 aren't that different. They couldn't be. Ever since Chrysler took its ill-fated plunge, in the early 30's, with its Airflow cars and almost went under in the gamble, Detroit has been as wary of wild styling departures as a bear that sat down for a rest on a hornet's nest.

Then why the switch? No doubt Cadillac's "El Dorado" success had a great deal to do with it. The public seems to like high-flown designations. (But only when the product is otherwise acceptable.) Since the early 50's it has rolled under its tongue the name "Jaguar." The success of foreign cars like Mercedes, Alfa-Romeo and Rolls-Royce — all in the high-price brackets — has affected the buying public. Their names suggest distinction. Chevrolet points — a bit defensively in view of overall disappointing sales — to its Impala model for '58. The Impala, top line of Chevy, sold pretty well.

Hence, Buick's decision to tack on these pretentious names.

Now comes the advertising thrust, to pin them to the public mind.

Radio, TV, newspaper and magazine copy will prominently feature the names, says Ragsdale. In addition, each name will be accompanied by a descriptive phrase indicating its position in the Buick line.

Le Sabre will be described as "the thriftiest Buick"; Invicta as the "most spirited Buick." And Electra will be termed "the most luxurious Buick."

Watch what happens. If Buick pulls off a successful year with its new line you'll be seeing a lot of well-known products dropping their old identifying subtitles and replacing them with new and fancy ones.



## May we offer you \$44,681,441.00 worth of research...free!

Columns upon columns of it... page after page of it! All of it the solid experience of thousands of advertisers—backed by dollars and proved by results.

The evidence is contained in any issue of the Los Angeles Times.

During 1957, national and local advertisers bought \$44,681,441.00 worth of space in The Times—the newspaper that reaches far more Los Angeles homes, delivers far more upper-income families, sells far more products and services, and produces far more sales per advertising dollar.

This is research-in-action. Hard cash invested in the paper that now carries half the total advertising lineage, more than half (51.4) % of the total retail lineage in Los Angeles—and more department store and more classified advertising than the other three metropolitan newspapers combined. The Times is first in 100 of Media Records' 114 lineage classifications.

Why spend money for a research study that any issue of the Los Angeles Times will give you free: The Times is first by far in sales power in Los Angeles.

First in the nation's No. 2 market **Los Angeles Times**

Represented by Cresmer and Woodward  
New York, Chicago, Detroit,  
Atlanta and San Francisco

✓ Advertisers in New York News, 1957  
 ✓✓ Spent more money in The News than in any other New York City newspaper

	Total U.S. Expenditure	Spent in N.Y. News	News % in N.Y.
✓ 1 General Motors Corp.	\$52,390,306	\$729,431	16.9
✓✓ 2 Ford Motor Co.	31,533,144	601,635	24.7
✓✓ 3 Chrysler Corp.	26,144,287	501,614	23.5
✓✓ 4 Lever Bros. Co.	14,288,510	606,840	47.8
✓✓ 5 Distillers Corp.— Seagram's Ltd.	11,781,350	669,431	33.3
✓✓ 6 Colgate-Palmolive Co.	8,663,208	393,149	43.0
✓✓ 7 National Distillers & Chemical Corp.	8,541,769	186,343	35.3
✓✓ 8 Schenley Industries, Inc.	8,295,414	181,515	36.1
✓✓ 9 Procter & Gamble Co.	7,939,655	246,390	47.5
✓✓ 10 General Foods Corp.	7,917,380	169,861	42.4
✓✓ 11 National Dairy Products Corp.	6,848,351	376,438	47.5
✓✓ 12 General Electric Co.	6,799,213	322,164	47.1
✓✓ 13 Philip Morris & Co., Inc.	5,464,195	278,027	43.3
✓✓ 14 American Tobacco Co.	5,265,110	238,983	32.8
✓ 15 Studebaker-Packard Corp.	4,804,199	93,153	24.9
✓✓ 16 R. J. Reynolds Tobacco Co.	4,600,007	160,994	38.0
✓✓ 17 Campbell Soup Co.	4,493,783	458,512	77.4
✓✓ 18 P. Lorillard Co.	4,205,610	202,941	28.4
✓✓ 19 Eastern Airlines Inc.	4,174,114	346,977	24.2
✓✓ 20 Hiram Walker-Gooderham & Worts, Ltd.	4,076,145	139,397	28.2
✓✓ 21 Quaker Oats Co.	3,839,399	198,935	67.3
✓✓ 22 Standard Brands, Inc.	3,743,465	117,263	27.7
✓✓ 23 Coca-Cola Co.	3,469,297	—	—
✓✓ 24 Gulf Oil Corp.	3,366,630	54,026	20.4
✓✓ 25 National Biscuit Co.	3,362,597	218,685	78.0
✓✓ 26 Gillette Co.	3,212,481	202,950	60.7
✓✓ 27 Armour & Co.	3,188,021	154,500	61.9
✓✓ 28 Bristol-Myers Co.	3,120,537	232,626	58.5
✓ 29 Pillsbury Mills, Inc.	3,114,078	55,666	32.6
✓✓ 30 Pepsi-Cola Co.	3,087,613	112,714	34.7
✓ 31 Doubleday & Co., Inc.	2,965,086	113,718	19.4
✓✓ 32 General Mills, Inc.	2,910,816	41,707	34.8
✓✓ 33 Goodyear Tire & Rubber Co.	2,906,589	133,490	75.3
✓✓ 34 American Motors Corp.	2,807,997	52,817	34.5

	Total U.S. Expenditure	Spent in N.Y. News	News % in N.Y.
✓✓ 35 Liggett & Myers Tobacco Co.	2,763,668	182,470	41.7
✓✓ 36 Standard Oil Co. (Indiana)	2,763,047	6,595	26.9
✓✓ 37 Jos. Schlitz Brewing Co.	2,711,244	110,245	39.0
✓✓ 38 Westinghouse Elec. Corp.	2,686,786	55,566	42.3
✓✓ 39 Standard Oil Co. (N. J.)	2,682,164	117,449	36.4
✓✓ 40 Liebmann Breweries, Inc.	2,644,463	595,403	32.6
✓ 41 Socony-Mobil Oil Co., Inc.	2,563,252	64,035	20.0
✓✓ 42 Wesson Oil & Snowdrift Sales Co.	2,516,264	184,170	65.9
✓ 43 American Airlines, Inc.	2,498,676	96,225	17.8
✓✓ 44 Sterling Drug, Inc.	2,423,801	170,557	59.2
✓✓ 45 Kellogg Co.	2,422,979	122,126	57.8
✓ 46 Carnation Co.	2,409,464	—	—
✓ 47 Trans-World Airlines, Inc.	2,387,818	162,017	22.2
✓✓ 48 Carter Products, Inc.	2,372,555	89,836	41.8
✓ 49 Curtis Publishing Co.	2,323,734	36,160	5.4
✓ 50 United Air Lines, Inc.	2,280,948	104,609	22.2
✓ 51 Hunt Foods & Industries Inc.	2,270,875	4,710	2.7
✓✓ 52 Shell Oil Co.	2,240,129	60,300	37.4
✓ 53 Du Pont De Nemours & Co.	2,224,897	70,678	18.4
✓✓ 54 Philco Corp.	2,130,415	92,438	59.6
✓✓ 55 Continental Baking Co.	2,126,142	75,010	70.6
✓✓ 56 Warner-Lambert Pharmaceutical Co., Inc.	2,101,024	143,748	55.2
✓✓ 57 Prudential Insurance Co.	2,066,847	115,081	56.9
✓✓ 58 Borden Co.	2,037,519	110,089	37.3
✓ 59 Wm. Wrigley Jr. Co.	2,030,673	—	—
✓ 60 Sun Oil Co.	1,988,756	46,119	30.6
✓ 61 G. F. Hueblein & Bros., Inc.	1,950,250	82,815	22.5
✓✓ 62 American Home Prod. Corp.	1,919,172	60,853	40.0
✓✓ 63 Nestle Co. Inc., The	1,889,158	155,868	42.2
✓ 64 Glenmore Distillers Co., Inc.	1,834,818	10,472	25.3
✓ 65 Pan American World Airways	1,824,054	59,849	9.6
✓ 66 Phillips Petroleum Co.	1,774,172	—	—
✓ 67 Renfield Importers, Ltd.	1,756,395	68,909	20.4
✓✓ 68 Swift & Co.	1,754,464	36,289	69.5
✓✓ 69 Standard Oil Co. (Calif.)	1,749,413	16,124	45.0



**In 1957 ...  
of the 100 leading  
general advertisers  
in newspapers**

**98** ran in New York City newspapers

**✓ 95** used the New York News

**✓ 70** spent more money in the News  
than in any other New York City newspaper

**33¢** of every dollar spent by the  
100 leading national advertisers in all New  
York City newspapers went to The News.

The preference for The News includes  
25 of the 29 grocery product advertisers  
listed, 3 of the 5 automobile, 6 of the 9  
oil advertisers, 5 of the 9 distillers, 3 of  
the 4 insurance advertisers, and all of the  
drug product, cigarette and tire advertisers.

In the New York market, there is no  
comparable substitute for the coverage,  
the quality audience, the influence and  
impact—and the economy  
—of the New York  
News, for any advertiser.



	Total U. S. Expenditure	Spent in N.Y. News	News % in N.Y.
✓✓ 70 Hawaiian Pineapple Co., Ltd.	1,724,467	85,358	44.7
✓✓ 71 Publicker Industries, Inc.	1,718,057	98,068	41.8
✓ 72 Brown-Forman Distillers Corp.	1,672,502	7,042	11.7
✓ 73 Institute of Life Insurance	1,647,960	31,443	20.0
✓✓ 74 H. J. Heinz Co.	1,633,303	145,010	61.8
75 Stokely-Van Camp, Inc.	1,632,450	—	—
✓ 76 Time, Inc.	1,630,860	11,430	1.6
✓✓ 77 Johnson & Son, Inc.	1,575,904	104,421	52.6
✓ 78 Radio Corp. of America	1,572,306	142,130	39.5
✓ 79 National Airlines, Inc.	1,571,710	160,995	21.5
✓ 80 Delta Airlines, Inc.	1,519,608	60,561	23.4
✓ 81 Reader's Digest Assn., Inc.	1,504,352	44,783	27.0
✓✓ 82 Firestone Tire & Rubber Co.	1,456,512	66,378	57.2
✓✓ 83 Plough, Inc.	1,429,079	93,212	55.3
✓✓ 84 Anheuser-Busch, Inc.	1,381,452	105,944	74.5
✓✓ 85 Canada Dry Ginger Ale, Inc.	1,373,549	64,261	24.6
✓✓ 86 Corn Products Refining Co.	1,372,919	83,096	59.8
✓✓ 87 Cannon Mills, Inc.	1,366,753	67,897	55.9
✓✓ 88 Beacon Co.	1,322,401	160,162	40.0
✓ 89 Brown & Williamson Tobacco Corp.	1,316,102	45,956	19.7
✓ 90 Whirlpool Corp.	1,314,338	80,216	39.8
✓✓ 91 California Packing Corp.	1,310,805	84,999	54.5
✓✓ 92 B. F. Goodrich Co.	1,306,867	20,472	27.5
✓✓ 93 Sinclair Refining Co.	1,265,346	43,420	37.9
✓✓ 94 Rath Packing Co.	1,256,470	40,200	34.1
✓✓ 95 Allstate Insurance Co.	1,238,246	64,088	68.7
✓✓ 96 New York Life Insurance Co.	1,226,901	76,150	59.3
✓✓ 97 Stanley Warner Corp.	1,211,793	19,852	38.7
✓✓ 98 Helene Curtis Industries	1,205,572	116,394	69.6
✓✓ 99 Libby, McNeill & Libby	1,197,422	42,816	51.1
✓✓ 100 Motorola, Inc.	1,154,735	98,490	100.

**TOTAL** \$395,551,133 \$14,164,951 33.1

**THE NEWS**, New York's Picture Newspaper  
with more than twice the circulation, daily and Sunday,  
of any other newspaper in America





## New Macaroni Package Elbows Way to Higher Sales

When Delmonico, Louisville macaroni maker, entered into a new merchandising program recently, the first thing it did was replace a 30-year-old package with a new, scientifically designed one. That was the beginning.

Want to hear how one food industry sales executive increased his sales 13.5% by revamping his merchandising program?

Visit with Dominic Palazzolo, vice-president in charge of merchandising for Delmonico Foods, Inc., Louisville, Ky., macaroni products producer. Still a crack salesman as well as a manager, Palazzolo told SALES MANAGEMENT that his company is now among the ten largest macaroni makers in the nation.

But Palazzolo has his eye on even higher rank. And with good reason.

Delmonico's 1957 sales ran 13.5% ahead of 1956. And 1958's volume is estimated to be 15 to 20% over 1957.

How did this happen?

Dominic Palazzolo walked over to a mass display of new macaroni products cartons stacked in his office.

"The package was a prime mover," Palazzolo said. "We'd been using the same package for 30 years. Once we changed our new carton design, a face

lifting of the entire merchandising program followed."

Palazzolo, speaking from the company's Cincinnati sales headquarters, said part of the revision was due to the merger two years ago of two companies that make up the present Delmonico's, Inc.: the Antonio Palazzolo Macaroni Co. in Cincinnati; and the Viviano family's Delmonico Macaroni Co., Louisville, a 37-year-old firm with a heritage going back to New York's famous Delmonico's restaurant.

Since the merger, the new company's macaroni products—19 varieties—have been making a deep impression throughout Delmonico's 17-state marketing area.

No macaroni manufacturer gets authentic national distribution, Palazzolo said. This is partially explained by the geographical macaroni customer break-down. In eastern United States, macaroni products are eaten at a rate of eight pounds per

person each year. In the Midwest, it dwindles to six pounds per head. The South is last with four pounds per capita.

A major problem in the macaroni industry is stiffer and stiffer competition.

"Ten years ago, there were more than 500 companies making macaroni and allied products," according to Palazzolo. "Today there are less than 250. This shake-out will continue."

Many of the firms are family affairs.

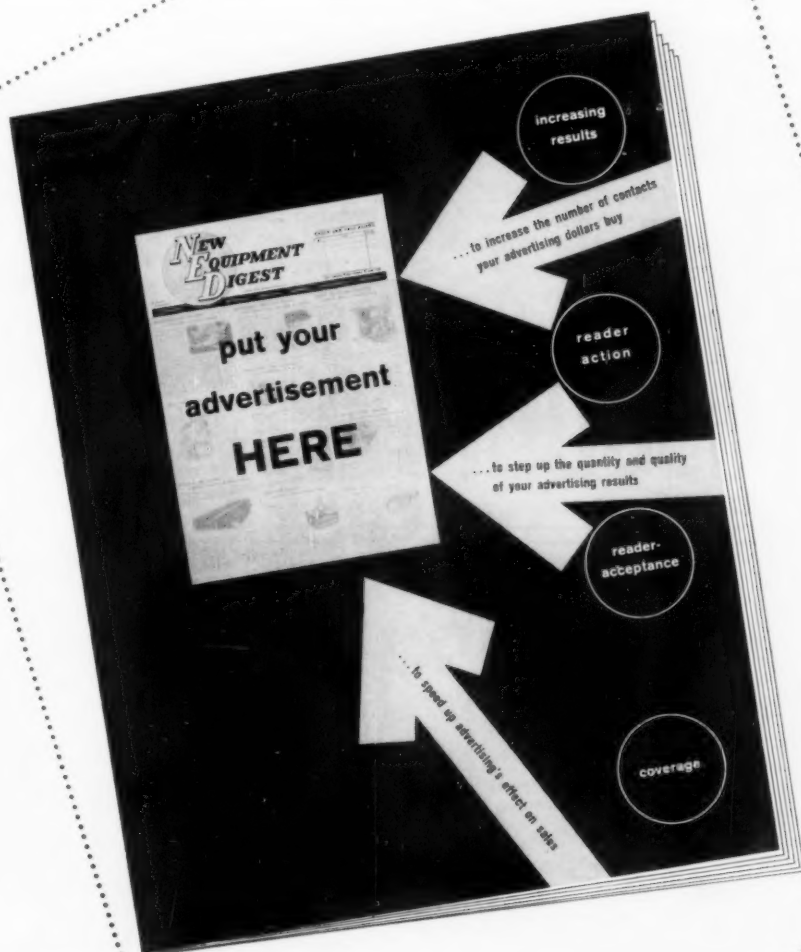
"In this business craft and artistry are revered," Palazzolo explained. "It is often a family business. As soon as the kids get old enough, we assign them to jobs here at the plant. We train them the hard way."

"When I first came back to work here after traveling around the country, my father handed me a broom—and I swept floors for six months."

Delmonico's company roster bears out the family idea: Peter Viviano, secretary; Peter Palazzolo, treasurer; Tom Viviano, president; Dominic Palazzolo, vice-president and sales manager.

When the Delmonico management decided to change its product package, the entire board of directors—two Palazzolos and two Vivianos—flew

If your advertising program  
has to produce NOW...with  
no if's, and's or but's—



This new book proves  
that N.E.D. brings  
more returns per  
advertising dollar!

Write for your copy Now.

A **PENTON** Publication, Penton Bldg., Cleveland 13, Ohio

**NEW  
EQUIPMENT  
DIGEST**

**NAP**

**BPA**

to Chicago in the Spring of 1957 to confer with Container Corporation of America designers.

Lony Ruhmann, assistant director of package design for CCA, was host to the group.

Dominic Palazzolo presented their problem. "We have a good package, but we need something new to compete in the modern super market. Our package needs more class.

"Since 67% of all macaroni purchases are made on impulse, we need a shopper-stopper. We've got to sell the customer right on the spot—even if she hasn't thought about macaroni for days."

The old Delmonico package was studied. Competing products were analyzed. New designs were roughed out.

Analysis turned up many problems with the old package. Because the existing carton was cut exactly in half—top half one color, bottom another—it gave the effect of two packages. And eye movements ran right off the package.

In mass display, it was hard to tell where one package started and another stopped.

In comparing a cross-section of macaroni packaging of other companies, Container Corporation designers found all the cartons shouting in loud strong colors. The result was that each individual package was being lost since it was just like its neighbor.

Here's how Ruhmann summarized his company's approach to redesigning the package:

"We began experimenting with curved lines that keep the eye on the carton—bringing it back around to the cut-out center where the product shows.

"Our designers decided that the cut-out should work harder, and they turned it into a dish. This gave us a good product-in-use shot.

"Designers also worked on mass display. A good package must not only look good individually—it must make an effective group display, too.

"Our final design makes each car-

ton look like an individual within a group. The curved lines fit together in a pleasing mass effect. Yet each package is still well-defined."

A figure always on Delmonico packages—Chef Tony—was given a new personality as part of the job.

Said Ruhmann, "We made him more realistic and larger, too. We wanted to make the symbol synonymous—when you see Chef Tony, you see Delmonico."

The final result: a new package that depicts tradition in a modern manner.

A new package is fine. But you aren't getting your money's worth unless you use it to create excitement. That's Dominic Palazzolo's opinion.

"All our advertising has the same mission: to create excitement," he said. "Our new package was assigned the same task."

### Spreading the Good Word

When the new package hit supermarket shelves in the summer of 1957, Palazzolo immediately took steps to let everyone know it.

He published brochures showing the new package, selling it to dealers as a sales aid.

Through Leonard M. Sive & Associates, Inc., of Cincinnati, Delmonico's new agency, the package was featured in advertising. Key cities in the Delmonico market area—Cincinnati, Louisville, Indianapolis, Dayton, Columbus—were hit with a blitz of three ads each day, five days a week.

New recipes were added to the Delmonico package, in accordance with the new look.

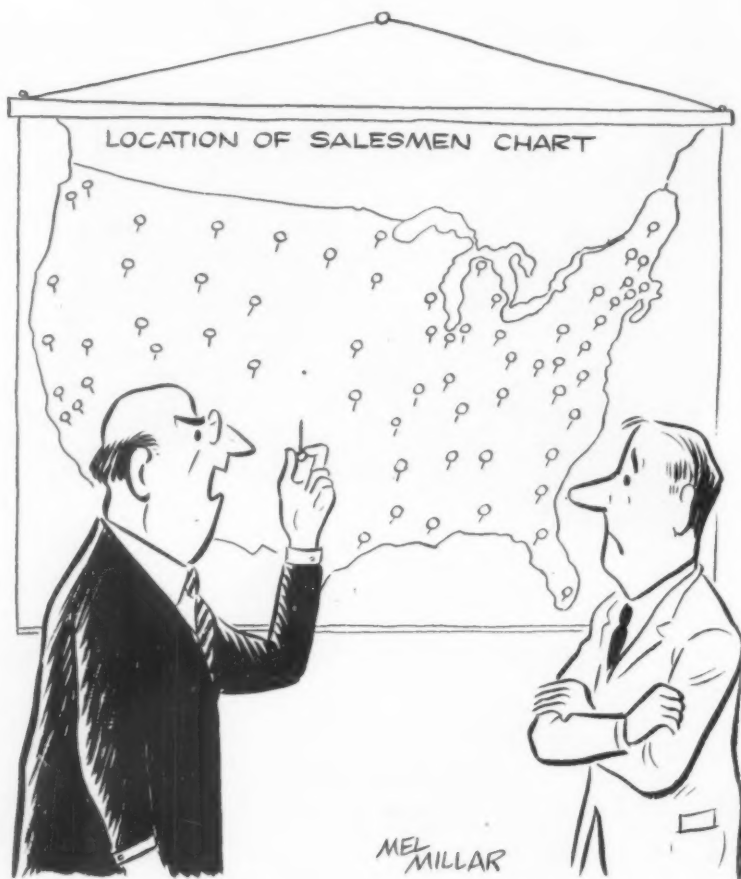
"We once used syndicated macaroni recipes," Palazzolo said. "Now we use our own. After all, we run a restaurant in Cincinnati—the famed Caproni's—so why not give the housewife the benefit of our experience?"

There were some changes made in selling procedure, too.

"Salesmen told me, for instance, that you can't call on retailers on Friday. Well, we do. And we sell on Fridays. Talk about a four-day week. We're just going back on a five-day week. And it's about time."

Retailers are quick to catch the enthusiasm generated by the new carton. More mass displays are appearing throughout the Delmonico selling area. Stores are featuring it in ads. And Palazzolo is getting orders from dealers he couldn't crack a year ago.

"It all started with our new package," he said. "That opened a new door for us. Now we're going places. Believe me, you're going to be hearing about Delmonico from now on." ♦



"You've been in one place too long, Larkin. You're getting rusty."

# JAGUAR 3.4



100 people in the New York area can get the Jaguar 3.4 now! This is important news since only 2,000 Americans can buy a Jaguar 3.4 this year. Ask us for the date Walt Hansgen, national champion racing driver will demonstrate the 3.4 at our showroom.

**CHARLES KREISLER**  
Park Avenue & 46th St., New York, N. Y.

# THIS AD

for Jaguar Cars Inc. ran in The New York Times last April. It was part of a concentrated campaign for the Jaguar 3.4 model sedan. The promotion was limited to Greater New York dealers. Only one newspaper carried this advertising—The New York Times.

# PRODUCED THIS RESULT

"April broke all former monthly sales records in this distributorship," says Everett Taylor Martin, vice president. Another new mark was set in May. By June, "sales had reduced even normal buffer stocks to the vanishing point." Here is just another example of why today, as always, it pays to advertise

# IN THE NEW YORK TIMES

first in advertising in the world's first market



# U. S. Plywood Sells Dealers Department Idea for Adhesives

The vehicles are two sizes of a custom-designed permanent display unit. They embody a self-selector through which the prospect can identify the type of adhesive he needs for any job and get the facts he needs to use it properly.

Space is at a premium in retail lumber dealer, paint and hardware stores, all of which carry thousands of specialty items. Yet the Adhesives and Finishes Division of United States Plywood Corp. has overcome this obstacle to this precedent-breaking extent:

- More than 4,000 top stores in these fields have installed Adhesive Centers — self-selector floor models displaying the complete line of Weldwood Adhesives, in all retail sizes.
- More than 7,000 have installed a similar, but smaller, counter model.

"And our year-old program of setting up complete Weldwood glue departments in retail stores is a long way from completed," says Phil Mixsell, the Division's manager. "We're expanding by going into new outlets, such as stationery stores, super markets, and variety chains."

Credit for getting the Adhesive Centers into so many retail outlets goes to a "custom-made" point-of-purchase unit, tailored to dealers' own specifications," says Mixsell. "We conducted a market survey during which 500 dealers were shown color photographs of sketches of an Adhesive Center floor model and were asked how much they'd be willing to spend (stocked with glue) to get it into their stores."

"We learned that demand for the big unit, as we visualized it, would be limited because of space requirements and dollar investment (\$100) — in fact, we weren't sure we could get orders for more than 1,000.

"We wanted to introduce the concept dramatically in top stores, whose lead others would be inclined to follow. In the end, more than 4,000 bought the floor model. At the same time, we learned that a larger number would accept a smaller and more compact counter model for under \$40."

Units are produced for United States Plywood Corp. by Copeland Displays, Inc. They are designed to

promote impulse sales and to serve the needs of shoppers who know what they want.

Their outstanding feature is a self-selector chart, located above the top tray of adhesives, which answers questions the shopper would be likely to ask. It tells whether the adhesive is ready-mixed or requires mixing, whether or not the glued surfaces require clamping, length of setting time, whether water-resistant and to what degree, types of surfaces on which it can be used and other pertinent facts.

There is also a color coding sys-

tem, with the package color of the individual adhesive matching that of the row on the chart describing its properties. This color coordinating is carried out still further in the colors of the front ledges of the trays in which the merchandise is stacked.

Weldwood Presto-Set Glue, for instance, comes in plastic bottles with predominantly blue labels. Characteristics of the product are described on the chart on a row with a matching blue background. Bottles are placed in a tray with a matching blue ledge at the front. This makes it easy for salespeople to stock the tray, without bothering to read the labels; easy for the salesperson or customer to select the merchandise. The retail price of each item is clearly marked on the front ledge of the trays.

Units are of plywood, as might be expected, in a light finish. The company's trade name "Weldwood" ap-



**"We doubled our glue profits in four months with the Weldwood Counter Model Adhesive Center."**

Clinton Williams, The Home Depot, 128 Hudson Pkwy., Jersey City, N. J.

New compact self-merchandiser stocks the 4 glues that cover 95% of your market—steps up your turnover, cuts inventory, saves valuable shelf space. Mail the coupon right now. Your

Weldwood Counter Model Adhesive Center is free with your initial order. Floor model also available for larger stores.

**Weldwood® Adhesives**  
Presto-Set Glue • Plastic Resin Glue  
Contact Cement • Waterproof Resorcinol Glue

**United States Plywood Corporation**  
Dept. 616-9-17, 30 West 44th Street  
New York 36, N. Y.

Please mark me my Weldwood Adhesive Center (counter model) complete with Weldwood Adhesive Department in all the best-selling stores at the special price of only \$39.95. (Retail value—\$64.95.)

Name \_\_\_\_\_  
By Name \_\_\_\_\_  
Address \_\_\_\_\_  
Jobber's Name \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_

TESTIMONIALS FROM DEALERS are used as the copy theme for advertising in dealer media. Display shown in illustration is the smaller of the two units offered to retailers. More than 7,000 of these units have been placed.

# 7 REASONS WHY THE POST IS YOUR BEST NEWSPAPER BUY IN HOUSTON

## 1. Highest readership

The Post is read more by both men and women than any other Houston newspaper, according to studies by Daniel Starch & Staff.

## 2. All-time high in circulation

Another all-time high record in weekday and Sunday circulation has been set by The Houston Post: Weekday: 216,309 . . . . . Sunday: 225,374.

## 3. First in retail lineage gains

The Post has shown an increase in its share of total retail and general advertising lineage each year for the past five years. The Post was first in full run daily retail lineage in May, June, July, 1958.

## 4. Sixth in the U.S. in circulation gains

The Houston Post ranked sixth in the nation in daily circulation gains during the period of March 31, 1957, to March 31, 1958, according to Editor & Publisher, July 5, 1958.

## 5. People pay more to read it

Texans pay \$279,000 more yearly to read The Houston Post. The Post's monthly subscription rate is 20 cents higher than that of any other Houston daily.

## 6. Southwest's most readable daily

During the past five years The Houston Post has won 65 state-wide and national journalistic awards. Time Magazine (Feb. 24) called The Post "the Southwest's most readable daily."

## 7. Top coverage of the South's largest market

Your advertisement is seen by more Texans in The Houston Post than in any other morning newspaper. In Houston, the South's largest market, the growing trend is to The Post.

# THE HOUSTON POST

*Represented Nationally by Moloney, Regan & Schmitt*

W. P. Hobby  
*Chairman of the Board*  
Oveta Culp Hobby  
*President*

pears prominently on sides and the header atop the stand. The slogan, "A Glue for Every Purpose," appears under the name "Weldwood Adhesives Center."

Though U. S. Plywood's main product is indicated in its name, the organization is highly "glue-minded," the founder, Lawrence Ottinger, having started out in business with a casein glue. Plywood is the firm's bread-and-butter business. Nevertheless, the company is interested in adhesives, finishes, and many other specialty items closely related to its major business, and which draw traffic and create profitable sales for dealers. In recent months, with construction down, dealers have had to depend increasingly on specialty sales to keep them in business. This has been a factor in the good reception they accorded the Weldwood merchandiser.

U. S. Plywood has 600 salesmen operating out of 114 branches and warehouses in the United States and Canada. These "line" men call on lumber supply dealers. There are also specialty salesmen who call on wholesale hardware and paint distributors.

"We run several promotions a year," says Mixsell, "requiring cover-



age of more than 100,000 wholesalers and retailers. When we bring out a new product—or a display, such as the Adhesives Center — we let our wholesale distributors know about it at least two weeks before advising the retail trade.

"Our current advertising campaign to the trade features the Centers with full-page advertisements of actual installations and statements by retailers. Units have been in use long enough for dealers to have appraised results, so that we have such testimonials as 'We doubled our glue profits in four months with the Weldwood Counter Model Adhesive Center' — headline for an advertisement which appeared in building publications in May."

Advertising media being used for Weldwood include: *The American Home, Life, Popular Science Monthly, Popular Mechanics Magazine, Mechanix Illustrated, Hardware Age, Hardware Retailer, American Paint and Wallpaper Dealer, Building Supply News, American Lumberman and Building Products Merchandiser.*

"We depend a great deal on point-of-purchase merchandisers, which are specifically designed for our markets. The salesperson in the building supply, paint or hardware store is expected to be well-informed, because he is asked many questions about adhesives and other specialty items. Sometimes it is hard for him to give as much time as the shopper demands for answering these questions, when he'd prefer concentrating on a prospect for a lawn mower or other comparatively high-price products. We believe that by furnishing a unit, such as the Adhesives Center, which anticipates and answers shoppers' questions, we free retail personnel to concentrate on the sale of many other items of merchandise, at the same time keeping the do-it-yourselfer or woodworker hobbyist happy and in the frame of mind to return to the store for future purchases." ♦

**"LOOKS LIKE  
A GREAT YEAR  
FOR  
DETROIT'S  
1959 CARS!"**

*What's the good word in Detroit  
for '59?— BUSINESS!*

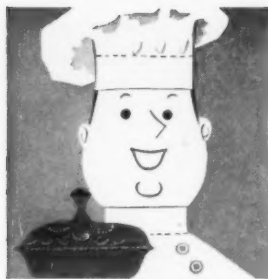
**The Detroit News**

472,191 Weekdays, 588,989 Sunday, ABC 3/31/58

**The automobile people are saying it in Detroit,** where previews of the new models have met with tremendous enthusiasm. The economists are saying it in Wall Street, where forecasts are for a 5½-million-car year. The public's saying it in surveys, where a big need for new cars is indicated.

**All road signs point to a fine '59 for Detroit's cars,** Detroit's workers, Detroit's stores. Ride the upcurve! Reach these workers and tell your story through the pages of **The Detroit News.** It has Michigan's largest circulation and carries more advertising than both other Detroit papers combined.

Eastern Office.....260 Madison Ave., New York  
Pacific Office.....785 Market St., San Francisco  
Chicago Office...435 N. Michigan Ave., Tribune Tower  
Miami Beach....The Leonard Co., 311 Lincoln Road



**STEAKS COOKED TO ORDER.** You get 'em while they're sizzling! Big, V.I.P.-sized filet mignons, "expense account" meal.



**CHAMPAGNE IN THE CLOUDS.** Listen for the pop of the champagne corks at mealtime. (The Viscount is that quiet.)



**FASTER LUGGAGE SERVICE.** No more snarls at the luggage counter! You get your baggage right after the Viscount lands.



**FLOWERS FOR THE LADIES.** A garden-fresh corsage, compliments of Capital. Each lady V.I.P. will receive it as she boards.



**DICTAPHONE RECORDER.** Want to work while you're flying? We've got the next best thing to a secretary: a portable "Dictet."



**JET-PROP VISCOUNT.** (The world's most preferred airliner.) No vibration, no engine roar. V.I.P.'s fly thinking smooth, sleeping quiet.

## Everything's extra but the fare!

# NEW CAPITAL AIRLINES V. I. P.\* FLIGHTS

serving NEW YORK • CHICAGO • DETROIT • WASHINGTON  
BIRMINGHAM • ATLANTA • MINNEAPOLIS/ST. PAUL



WORLD'S NO. 1 JET-PROP AIRLINE

\*"V.I.P." means Very Important Passenger (that's you)





Mr. Benedito demonstrates Eveready flashlight parts and other items which are molded of high-density polyethylene possessing rigidity and high impact strength. Bakelite's business magazine advertising is searching out new applications for this material today.

# "ADVERTISING HELPS US UNCOVER NEW MARKETS"

"In the fast-growing plastics field, new materials are always being developed," says John D. Benedito, Sales Vice President of Bakelite Company, Division of Union Carbide Corporation.

"Advertising in business magazines puts new materials as well as present products before important markets at low cost. Our new high-density polyethylene, for example, offers advantages not previously available in other materials. This story must be gotten out to industry at large where it can stimulate thinking on new applications."

**IF WHAT YOU MAKE OR SELL** is bought by business and industry, you can "mechanize" your selling by *concentrating* your advertising in one or more of the McGraw-Hill magazines serving your markets. Through "mechanized selling," you contact a greater number of prospects, create interest and preference for your products.

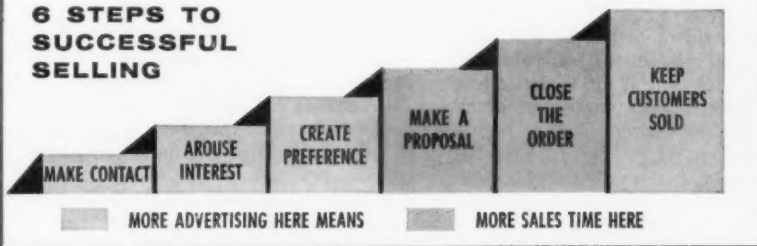
## McGRAW-HILL PUBLICATIONS



McGraw-Hill Publishing Company, Incorporated  
330 West 42nd Street, New York 36, N. Y.



### 6 STEPS TO SUCCESSFUL SELLING



## 11 Ways to Make Your Consumer Contest Effective

1. Get a really good prize idea
2. Carefully consider your real objective
3. Make participation easy
4. Concentrate your consumer advertising on the contest
5. Develop dramatic point-of-purchase material
6. Make your contest short and sweet
7. Beware of agency differences
8. Don't be afraid to run a contest
9. Repeat if you're successful
10. Don't be bound by hard-and-fast contest rules
11. Get professional help

## It's Not So Easy To Give It Away!

By RAY JOSEPHS

American businesses are spending an estimated \$500 million a year on contests designed to increase consumer purchases. And the number of such sales and merchandising stimulators is increasing monthly.

But "at least 75%" of these contests are "poorly organized, badly conceived, and unable to achieve what should be their goals."

Such is the opinion of a man who, judged by past performances, should know. He is Stanley Arnold, formerly head of the Sales Promotion Department at Young & Rubicam — third largest U. S. advertising agency — now heading his own sales and marketing consultation firm.

Arnold for some 17 years served as vice-president of one of the country's most successful super-market chains, Pick-N'-Pay of Cleveland, a \$60 million a year proposition which made its reputation and a highly profitable earnings record by blending its own customer-induced excitement with attractive prices and unusual service. Later, he came to New York to join Y & R and helped run successful contests for scores of leading companies, including General Foods, Borden, Procter & Gamble,

Gulf Oil, Remington Shavers, Piel Bros. and others.

Now he has moved on to establish his own firm with four starting blue chip clients, each leader in its own field. They are Du Pont, Esso Standard Oil, Lever Brothers, and International Business Machines.

Recently, I asked Arnold how consumer sales stimulating contests could be made more successful and productive. His answers, direct and incisive, provide an excellent check list for anyone in sales management concerned with the development or execution of any type of consumer sales stimulating action.

### 1. Get a Really Good Prize Idea:

Many a sales executive or company official starts with the premise: "Let's have a contest; it works for others." But such an approach is almost predoomed, Arnold said. For the secret of most successful contests, in his opinion, lies in the prize — and the size of the purse alone is not the key. Most of all, you need a prize that will capture the imagination of the audience you seek and arouse a desire which they feel they have a good chance of fulfilling with some simple

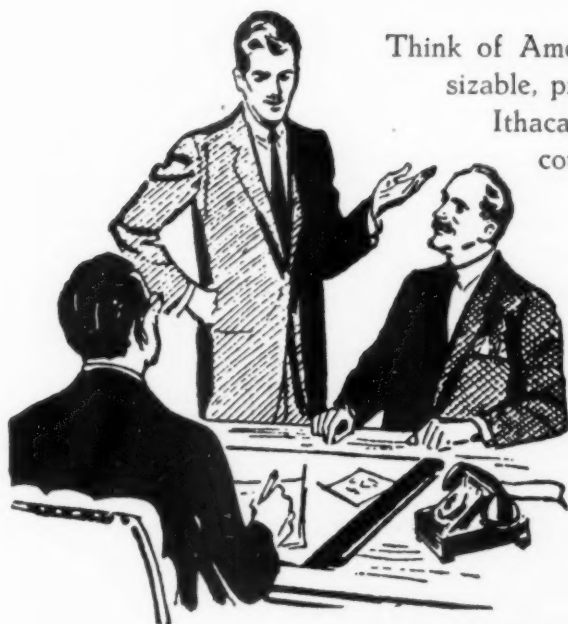
action. For your aim is to make your audience eager to learn more about your product through actual use.

Obviously, you won't create any great hubbub by offering a trip to Paris in a children's contest. Or by announcing your willingness to give away shiny new bicycles when you're trying to sell a product aimed at elderly couples. Yet, strangely enough, Arnold says, many manufacturers have run contests with prizes holding just as little relationship to the audience they're intended for.

One manufacturer, for instance, offered two trips to the Coronation of Queen Elizabeth in London in a contest confined to Chicago. He overlooked, or perhaps chose to ignore, the general atmosphere in that Midwest metropolis. *Result:* The contest drew far fewer entries than it might have in another community, and, reportedly, did not pay off its investment to the sponsor. Choice of prize depends on your timing. When automobiles were scarce in the post-World War II period, they constituted highly desirable prizes. Additionally, experience demonstrates that when savings are high, the lure of cash prizes is not as great as during depressed periods. Big prize contests are today often so commonplace that customers are no longer stirred.

On the other hand, the imagination value of the prize is important. Arnold developed the idea of giving a single share of the common stock of every company listed on the New York Stock Exchange in a contest for Remington Shavers. The total amount, determined as of a pre-set date, came to only \$42,000—not fabulous as big money prizes go. Yet the dramatic values were there. And the interest of the Exchange itself, as well as of countless brokers anxious to develop the idea of investment in common stocks, were factors which helped Remington draw a greater response from this contest than from any similar event it had previously conducted. If you want to give cash prizes, the way you offer your money can make a lot of difference. Simmons, in a contest which Arnold helped develop, offered a mattress full of money, thus dramatizing its own product as well as creating in the contestant's mind the notion of a traditional family hiding place with more greenbacks than could be imagined. And the "Barrels of Money" contest developed for Piel Bros. had similar excitement. Many contest authorities are convinced that there is relatively little difference in the participant's mind between a prize of \$5,000 and one of \$500 — too little difference, in fact, to make it worth

# When You Think About THE SYRACUSE MARKET *Think About All of it!*



Think of America's best test city — plus a score of sizable, prosperous cities like Auburn, Cortland, Ithaca, Oneida and Oswego. Think of 15 counties embracing one-third of the total area of New York State — with a population in excess of 1,400,000 and buying power of more than \$2 billion annually! No other combination of media reaches this market as effectively and economically as the Syracuse Newspapers.

*R.O.P. Full Color—Daily and Sunday*

**W**E INVITE your examination of an exciting new presentation which graphically portrays the remarkably efficient manner in which the circulation pattern of these newspapers matches the Central New York distribution territories of leading national advertisers and of local chains, wholesalers, jobbers and food brokers.



Phone Your Nearest Office of  
**MOLONEY, REGAN & SCHMITT**

Syracuse is  
**America's No. 1 Test Market**

**the SYRACUSE NEWSPAPERS**

**HERALD-JOURNAL & HERALD-AMERICAN**  
Evening Sunday

**THE POST-STANDARD**  
Morning & Sunday

CIRCULATION: Combined Daily 241,159

Sunday Herald-American 205,658

Sunday Post-Standard 109,060



the \$4,500 additional cost to the sponsor.

The contest may be successful without giving away prizes to the participants at all—as judged by the response to the Miss Rheingold contest, in which votes are given only to favorite competing model.

One other factor which often sours a contest is the choice of prizes based on a “deal” which the sponsor can make. Many contest sponsors try to get airlines or steamship companies to give away trips in return for real, or promised, advertising or publicity support. Sometimes, to gain the prize, promises are made which are impossible of fulfillment. No prize which does not draw the fullest potential of participants is really the bargain it seems.

**2. Carefully Consider Your Real Objective:** The real objective of a contest is, in almost every case, to move one or more products and to do it profitably. But fully as important is to consider your contest a technique aimed at helping you, as a manufacturer, secure things that you would not ordinarily get from your retailers, distributors, and consumers.

You want to stir up your ultimate user to take action—to buy something to qualify in the contest, to consider your product (which may not have the support you feel it deserves). And you want to arouse your own sales force as well as your dealers to greater effort to sell your product. You may not achieve all of these goals, but if you plan your contest with such objectives in mind, your chances of success will increase. Your contest should enable you to secure from your retailers more and better store and window displays; to instill a willingness to back up your program with their own advertising and promotional efforts; and to create a desire to use your display items to show more of your merchandise than ordinarily would be in stock or on display.

**3. Make Participation Easy:** Some contests fail because entrance requirements are so involved and difficult that would-be participants lose interest. This is especially true as the number of contests increases. Yet experience shows that some box-top contests, tough to enter and difficult to remain in, have pulled while easy ones have failed. Puzzle contests, especially those by certain newspapers and veteran groups have been successful for a time.

The simplest contests likely to draw the greatest response, says Arnold, are those in which participants either

finish a 25-word sentence, complete a jingle, or name an item. In the “Treasure Island” contest for Piel’s Beer, run only in the New York Metropolitan area, contestants were asked to write clever rejoinders for Bert and Harry Piel, the cartoon characters dramatized on television. Response was good, but when the contest was in the second year and a jingle requirement substituted, the answers were twice as numerous.

“Because” contests, “naming” contests and “last-line” contests are generally more successful than puzzle, word-building, slogan, essay, verse, and recipe competitions—particularly when combined with an imaginative prize and a clever tie-up that helps provide more promotion than might ordinarily result from the sponsor’s advertising dollar. Experience shows that in “because” contests, most contestants limit themselves to one entry. “Last-line” or “naming” contests usually suggest many answers. Consider whether your product needs multiple purchases to establish itself or whether it can do the job on a single entry. This is the determining factor. Arnold has one other cautionary note: He is against limiting contest entries by demanding proof of purchase. You’ll do far better by rewarding purchasers with an extra premium. Bear in mind that contest entries can provide a mine of information on your actual potential market and the nature of your competition. The spontaneous tributes and stories that come in with entries are interesting and often heartwarming human documents of tremendous value, if properly used.

**4. Concentrate Your Consumer Advertising on the Contest:** Unless you’re prepared to back up your contest with sufficient advertising, better forget the idea. For advertising must concentrate on the contest itself, not on some other phase of merchandising activity. “Most successful national contests,” Arnold told me, “concentrate almost all their consumer advertising dollars on the contests while they’re under way. Combining merchandising and contest advertising in one insertion is almost like trying to sell Cadillacs and Frigidaires in the same ad simply because they’re both

products made by General Motors.

“Many successful advertisers set up special contest advertising allotments above and beyond their regular appropriations. Others merely insert contest advertisements as part of their normal campaigns. Nearly all contest advertisers employ the same media they use to advertise the product at other times, but often increase the amount of space and time used.

“Incidentally, in setting up your ads, don’t make them so complicated that the reader can’t tell who’s sponsoring and what product is being promoted. While the contest is vital, advertisements which feature the contest so overwhelmingly as to bury the product and sponsor are wasted on those not interested in entering.”

Arnold says there’s no rule-of-thumb on the number of dollars which must be spent to run a successful contest. But he does believe no national competition can be successful with an expenditure of less than \$100,000. He offers other pointers on contest advertising:

a. Feature your rules prominently; keep them separate from the rest of the ads, number them to encourage complete reading.

b. Include sample entries wherever possible.

c. Repeat major requirements several times in heading, body text, and rules, showing package, trademark or product name conspicuously.

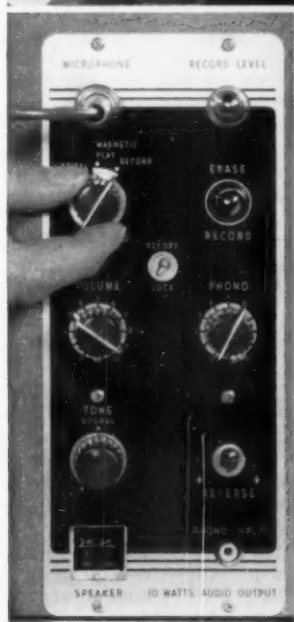
d. Use media normally employed for your brand advertising—and try to convince every contestant he has as good a chance to win as anyone else.

e. Most of all, work with your dealers to use tie-up material and run local ads—if possible, by personal contact, direct mail, business paper ads. It is amazing how many national manufacturers running contests fail to back them up with effective advertising in business publications or neglect tying in with dealers to increase the contest potency.

**5. Develop Dramatic Point-of-Purchase Material:** Your point-of-purchase material should, and can, be as imaginative as your contest itself. Says Arnold: “You can’t expect to run a contest in which super-market participation is important if you provide only little shelf-talkers. You must make some noise. You must provide point-of-purchase material that will not only do your job but have a sufficient appeal to the super-market operator to make him willing to give you his valuable space. He’ll



MEN WHO READ  
BUSINESS PAPERS  
MEAN BUSINESS



One panel holds all the controls for putting your own voice on film using the Kadascope Pageant Magnetic-Optical Projector.

## PUT YOUR VOICE ON FILM TO MAKE YOUR MOVIES MORE EFFECTIVE

**The Kadascope Pageant Magnetic-Optical Projector is two communication tools in one.** It's a fine optical sound projector. And it's a precision magnetic recorder for adding sound to silent film—even while you sit at your desk!

**How it works:** Once magnetic striping has been added to any 16mm film, proceed much as you would with any dictating machine.

Narrate as the story unfolds, blend with music and sound effects, make changes as often as you wish. Alter existing scripts to bring films up to date, change the narration for use with different audiences, tailor your message to fit special needs.

**Where to use it:** Research and progress reports, training, employee orientation, public and stockholder relations, customer presentations—these are only a few of the ways magnetic sound can be used.

And this same Pageant Projector can also be used as a conventional sound projector to show any 16mm film, sound or silent.

The cost of this remarkable tool is \$850\*, little enough when you consider all the ways it can help you improve your communications, internal and external.

Let a Kodak A-V Dealer demonstrate at your convenience or send for brochure.

\*List price, subject to change without notice.

**EASTMAN KODAK COMPANY, Dept. 8-V, Rochester 4, N. Y.**

base his judgment on how much you can do to create maximum excitement in his store with minimum space.

"An effective point-of-purchase display is one that will get more of your items on the floor than you presently have on your shelves. And point-of-purchase material must be based on a good idea, not come as an afterthought. It must be economical for you, play up the contest as well as the merchandise, and be readily and easily put into operation."

**6. Make Your Contest Short and Sweet:** To be effective, no contest should run longer than eight weeks. Half that long is even better. You need a minimum of at least three months from the date you decide to go ahead until you get the contest really working.

Best time for most contests is your best selling season, when most things are in your favor. Far better to increase sales 10% on a million than 10% on a hundred-thousand, points out Arnold. The next best time may well be your worst selling season—on the basis that your product activity is unexpected and it may help keep your productive facilities going.

Worst time to run contests is at the

end of the season, or in advance of your season. In most cases, contests have not produced nearly as well at such periods. Incidentally, no matter what your closing date and how effectively it's advertised, you'll find many entries coming late. It is a natural tendency for contestants to wait until the last minute to send in entries—always hoping for a sudden inspiration.

**7. Beware of Agency Differences:** In many cases, when an advertising agency comes up with a contest idea, there's an objection by the client. Or when a client himself thinks up an idea, it's likely to run into opposition from the agency.

Says Arnold: "As anyone with experience in this field knows, agencies don't always agree on the efficacy of contests. Many a copy chief will oppose a merchandising man's contest enthusiasm because he feels that it will somehow disturb the even trend and quality of the campaign he helped create. Whatever you must do, if you work with an agency, be sure you've really won the cooperation of everyone concerned — both without and within your organization."

**8. Don't Be Afraid to Run a Contest:** Many companies which have never run contests are somehow afraid of them. They feel a contest won't be dignified or in good taste.

But contests need not be cheap or tawdry. They should, and must, be hard-selling devices and simply because you have not run a contest before is no reason to think that it won't be successful for you.

**9. Repeat if You're Successful:** If you've run a successful contest, there's no need to look for a completely new approach the following year. Some of the best contests are repeated season after season: the Miss Rheingold contest; the Treasure Island contest for Piel's Beer; the Pillsbury Bake-off; and Singer Sew-off.

**10. Finally, No Hard-and-Fast Contest Rules:** Given a good idea and effective implementation, your contest can perform for you out of all proportion to what it will cost. Consider the contest called "Live the Life of Riley" in a Riviera palace. In the opinion of The Reuben H. Donnelley Co. — which judges many contests — the proposal was unlikely to be highly successful because the major prize was not in cash. Yet coming soon after the highly publicized Prince Ranier-Princess Grace wedding, the contest actually drew 2,350,000 entries for its sponsor, Gulf Oil. That was the largest number of any contest to that date.

In Arnold's opinion, the reason was threefold: a) The prize had never before been offered. b) The prize could be readily understood by anybody who read the ads and saw the pertinent material. c) It was effectively merchandised in Gulf's own projection of William Bendix, then starring in the "Life of Riley" for Gulf on television, and through all the company's advertising and merchandising activities.

**11. Get Professional Help:** Too many contests—the unsuccessful ones—are run by non-professionals, Arnold notes, explaining: "Many executives feel that if they're good at making or selling products through normal channels, they can also be creative about developing a contest. It looks deceptively easy. But often they get only a fair result when they could have had a really first-rate one. If you're going to run a contest, get the best experts in the field. They'll help you avoid the mistakes you may not even know exist — and help you get the best results for the expenditure of your time, money, and effort." ♦

#### Will you come into my kitchen?



In 1957, twelfth among all magazines with a million or more circulation in Food editorial pages published was **Successful Farming!**

The SF housewife reader makes more meals at home for a larger family than her city sisters,

is a big supermarket customer.

Average estimated farm cash income around \$10,000 for the past decade makes the SF family a prime prospect for all consumer advertising.

For more sales, and better balance in your national advertising,

SF is an unmatched buy. Call any office.

**Successful Farming**... Des Moines, New York, Chicago, Detroit, St. Louis, Philadelphia, Cleveland, Minneapolis, Atlanta, San Francisco, Los Angeles.

# MAKE SURE YOUR SHIPPING RATES COVER DOOR-TO-DOOR DELIVERY



## RAILWAY EXPRESS COMPLETE SERVICE can mean great savings in time and money

Many so called "bargain" carriers quote prices which do not include *complete service*. With Railway Express you know you get door-to-door delivery. Your shipments are picked up

and delivered at no additional cost within REA vehicle limits. This plus many other advantages assures you the fastest possible shipping at the lowest possible cost.

---

### HERE ARE **DOWN-TO-EARTH** FACTS ON RAILWAY EXPRESS SERVICE

**Widest  
Coverage—**

Railway Express serves some 23,000 communities to give you mass distribution—with *one company responsibility*. You reach *every* major market in the U. S., and with REA World Thruway Service—most every major market abroad. No worries about delays and divided responsibility in transferring between two or more carriers.

**Special Low  
Rates—**

Railway Express offers special low commodity rates on ready-to-wear merchandise, graphic arts materials, hosiery, shoes, drugs, import-export traffic and for many other categories. Call your nearest Railway Express Agent. He'll tell you why—



## THE BIG DIFFERENCE IS RAILWAY EXPRESS



## WORTH WRITING FOR...

### Aircraft and Missile Industries

A new market study which examines 11 common misconceptions concerning buying practices in these important industries. Detailed is the relation of engineering and purchasing functions within aircraft and missile manufacturing companies, and how each must be approached. How various types of equipment are best sold is also covered. For your copy of "Facts and Fallacies About Selling the Aircraft and Missile Industries," write to Lester P. Aurbach, Executive Vice-President, *Aeronautical Procurement Magazine*, 812 Huron Road, Cleveland 15, O.

### Inquiries

How do you get successful sales conversion from them? How should inquiries be screened and evaluated? A 12-page booklet, "Successful Inquiry Handling in the Electronic Original Equipment Market," just released outlines basic requirements for a practical inquiry-handling system, details sometimes overlooked values of inquiries, gives four steps for handling inquiries in the E.O.E. market, and actual percent of sales resulting from inquiries in several electronic product categories. Eight case histories of successful programs round out the booklet. Copies are available from Eugene Lenz, Manager, Research & Promotion Department, *Electronic Design*, 830 Third Ave., New York 22, N. Y.

### Negro Automotive Market

In a survey of Negro families in 16 major markets, it was found that one out of every five families plan to buy an automobile this year; of these, 85% will buy new cars. Four out of five families now own cars; of these, three out of four cars were new cars. The study, which also provides basic information about preferences for gasoline, tires, motor oils and anti-freezes, is broken down primarily into the "big three" among automobile manufacturers and reveals that 50.8% of the families own General Motors cars; 22.4%, Ford cars; 22% Chrysler cars. Of the families planning to buy, 53.5% plan to buy General Motors cars; 28%, Chrysler cars; 18%, Ford cars. For the report, "The Automotive Market of the *Ebony* Audience," write to Frank G.

Davis, Research Director, *Ebony*, 1820 S. Michigan Ave., Chicago 16, Ill.

### Strategic Market

It's the three-county market — the West Bay counties of San Mateo, Marin and San Francisco — where 447,300 families, or 1,317,100 people, have an Effective Buying Income of \$3,401,437,000 yearly. A report just published, "1958 Factual Survey — Northern California Markets," includes market factors such as area, population and population density, number of families, retail, food and drug sales and newspaper circulation coverage in the eight major trading areas of Northern California. Copies may be obtained by writing to Molly Murphy, Advertising Promotion Manager, *The Call-Bulletin*, 860 Howard St., San Francisco 19, Cal.

### Profit Sharing

This booklet covers modern profit sharing, answering such questions as: What is profit sharing? What are the most important kinds of profit sharing? What do businessmen hope to achieve with profit sharing plans? Should I cover all my employees or just part of them? What is the trend in profit sharing in business? What kind of success do companies report with their profit sharing plans? What was the reason some profit sharing plans were dropped? The booklet also tells where to look for further factual and specific information. Copies of "What Every Businessman Should Know About Profit Sharing" are available from J. J. Jehring, Director, Profit Sharing Research Foundation, 1718 Sherman Ave., Evanston, Ill.

### The State of Arkansas

Arkansas Industrial Development Commission (The state has announced 29,000 jobs from 323 new or expanded industries in the past 36 months.) has come up with a four-volume, 500-page "Arkansas Encyclopedia" which sales and marketing executives concerned with the economic potential of Arkansas and the South or Midwest will find useful as a reference. The four-volume set is available without charge to industrial executives concerned with plant loca-

tions; to all others it sells for \$25. The individual volumes are also available. Their titles:

"Economic Atlas" (\$15), which uses SALES MANAGEMENT's *Survey of Buying Power* urbanized area population figures, creates a new direct reading population map on a base showing all topographic relief. Basic economic information about each of the following is silk-screened into a series of maps going from a small U.S. map, through a large U.S. map, a Mid-Continental regional map, to Arkansas: agriculture, market, transportation, energy, water, resources and climate.

"The Industrial Directory of Arkansas" (\$5) is cross-indexed three ways to quickly find who, what and where the State's 3,000 industrialists are.

"The Photographic Essay" (\$1.75), with 159 black-and-white and color photographs.

"An Economic History of Arkansas" (\$2.25).

Copies of the full set or individual volumes may be obtained by writing to the Arkansas Industrial Development Foundation, State Capitol, Little Rock, Arkansas.

### Portable Appliances

According to this study, "1957 Survey of Portable Appliances," a larger proportion of younger people (18-39) than older people (40 and over) plan to buy portable appliances. Appliances covered: coffee makers, fry-pan skillets, irons (dry, steam and combination dry and steam), mixers (standard and portable), toasters, vacuum cleaners and waffle irons. For copies, write to Charles Thorne, Advertising Director, *Redbook*, 230 Park Ave., New York 17, N. Y.

### "Male vs. Female . . .

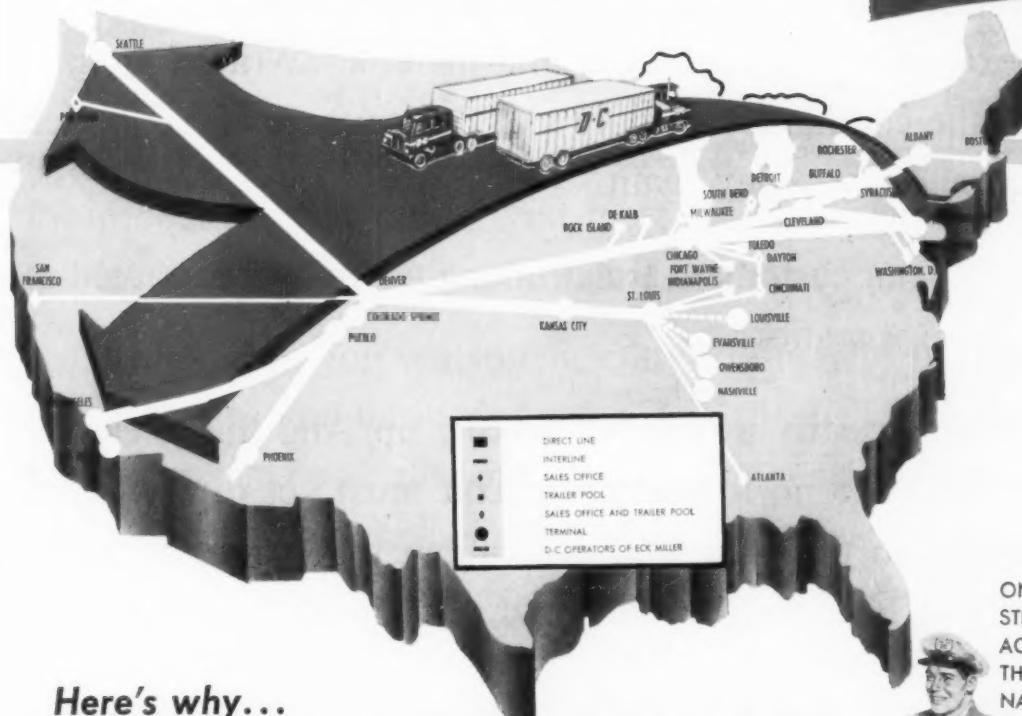
. . . Influence on the Purchase of Selected Products as Revealed by an Exploratory Depth Interview Study with Husbands and Wives." Conducted by Daniel Starch and Staff in consultation with Advertising Research Foundation, Inc., it covers 12 different products and services (beer, business shirts, shaving cream, life insurance, automobiles, liquor, room air conditioners, automobile tires, outboard motors, air travel, electric shavers, portable television sets). Data cover such subjects as decision to buy and brand choice. For a copy of the report, write to Carl R. Gisler, Director of Research, *True, The Man's Magazine*, 67 W. 44th St., New York 36, N. Y.

COAST  
TO  
COAST

# Sales Managers

are specifying  
**D-C's** direct service

COAST  
TO  
COAST



## Here's why...

- **D-C is FASTER**—One-carrier direct service from coast-to-coast. 2-man sleeper cabs go straight-thru with no transloading—cuts 20% off running time.
- **D-C is SAFER**—One-carrier responsibility from pickup to delivery assures safe arrival, speeds tracing.
- **D-C is MORE DEPENDABLE**—One carrier control means experienced personnel, modern equipment and facilities *all the way*.

ONE  
STEP  
ACROSS  
THE  
NATION



Get new customers—  
keep them  
satisfied—with **D-C**  
the coast-to-coast  
choice for  
coast-to-coast service!

TERMINAL CITIES	
Albany, New York...UN. 9-8416	Los Angeles, Cal....AN. 1-0241
Buffalo, New York....RE. 3910	Nashville, Tenn....CH. 2-5284
Chicago, Illinois....LA. 3-7440	New York, New York...LO. 4-3320
Cleveland, Ohio....SH. 9-1666	(N. Bergen, N. J.)...UN. 3-0900
Colo. Springs, Colo....ME. 2-1486	Owensboro, Kentucky MU. 3-5363
Denver, Colorado....DU. 8-4567	Phoenix, Arizona....AL. 8-5321
Detroit, Michigan....VI. 3-9305	Pueblo, Colorado....LI. 3-4425
Evansville, Indiana....HA. 3-6487	St. Louis, Missouri....CH. 1-7830
Kansas City, Mo....HU. 3-9343	Seattle, Washington...MA. 4-3850
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<sup>1</sup>D-C operators of Eck Miller—Terminal Cities

### OFF-LINE SALES OFFICES:

Atlanta	*Indianapolis	**Rock Island, Ill.
Boston	*Milwaukee	San Francisco
**Cincinnati	Philadelphia	South Bend, Ind.
*Dayton	*Portland, Ore.	**Toledo
**DeKalb, Ill.	Rochester, N.Y.	Washington, D. C.
**Ft. Wayne		

\*With Trailer Pool

\*\*Trailer Pool Only

# D-C

Denver Chicago Trucking Co., Inc.  
THE ONLY  
COAST-TO-COAST CARRIER

**WARNING:** Many suppliers are becoming *ex-suppliers* right now—and don't yet realize it. They hear their customers talking *hard-sell*, but *behind* the scenes the big word is *hard-buy*. Top management is searching every corner and crevice of operations and administration, re-examining men, methods and materials. Written or spoken, the command decision is: "Be sure there isn't a better way before you buy again."

If your customers aren't taking anything for granted—can *you* afford to?

This is clearly a time for waking up. And this is clearly the time for no lost-motion. You must get directly and speedily to the men who are calling the signals today... to make sure *they* become sold...or *remain* sold...on you.

You may not have the advantage of being there while your quality, performance and service are under the microscope—but the Wall Street Journal *is*! As a matter of fact, you'll find The Wall Street Journal has extra-ordinary appeal for the signal-callers during these days of re-shuffling. Take a hint from the many, many advertisers who are using (and even increasing their space in) The Wall Street Journal these days. They're facing the future more confidently. They've learned dramatically that no advertising equals using The Wall Street Journal for sure and intimate contact with the alert minds of American management everywhere.

**OPPORTUNITY:** Many big sales may be more available to you now than ever before ... and you may not even suspect it. Doors that have been closed to you are beginning to edge open. Right now the manager of business everywhere will mentally meet you more than half-way *if* you can offer a more efficient, a more attractive or practical or economic way to get *his* job done. If you take him for granted you're sunk. His door *is* more open to you now if you meet the challenge and fill the bill. But you've really got to sell him.

Nowhere can you sell so efficiently to the key, questioning executives of business as you can through The Wall Street Journal. With this one medium you reach the men of powerful buying influence everywhere. In repeated unprejudiced research, it has been established that more of these decision-makers read The Journal than any other magazine or newspaper ... because they consider The Journal more useful and important to them in business.

With The Journal, you can make your big push with certainty. If you haven't been "filled in" on The Journal and its power recently, a mental treat is in store for you. Any Journal sales office would be delighted to get your call, and respond with factual informative data you can really use.

We're knocking on your door—along with opportunity. Can you afford—do you want—to stand on the sidelines while the biggest re-shuffling in 10 years is going on?





PIVOT'S president asked the sales chief, "How about appointing Dorothy to cover the local territory?"

## What! An Industrial Saleswoman?

Yes, Mrs. Dorothy Ford, the only company salesman, is more than holding her own in an otherwise all-male sales force of 43 manufacturers' agents for Pivot Punch & Die.

By **JOHN F. BERGMANN**

*Sales Manager, Punch Division, Pivot Punch & Die Corp.*

A woman selling a technical type of industrial product? It's unthinkable—or is it?

That was my reaction when the idea was first mentioned. It's now a year since we decided to attempt the experiment, and we couldn't be more pleased with the results!

Here are a few of her accomplishments:

- 46 new accounts opened;
- 40 repeat accounts to date;
- 6 accounts re-activated;
- 2 standardization programs on our product.

And this, of course, doesn't include the intangible customer good will that we know has resulted from her efforts.

Who is the woman? What's her background? How was she trained? What territory does she cover? What was the initial customer reaction? How does she handle sales reports, expense accounts, etc.? Is the idea practical for other industrial suppliers?

I'll try to answer most of these questions. However, first let me give some information about our product, our market and our sales organization.

The Punch Division of the Pivot Punch & Die Corp., North Tonawanda, N.Y., sells \$2,500,000 annually in 39 states, markets a standard line of commercial punches used in the punch press departments of the metal-working industry. Certain types of our punches include patented features which guarantee greater punch

life. They're in a price range of \$2 to \$3 and are normally purchased in quantities of 12 or 24. Average purchase orders amount to about \$100. Our sales organization consisted of manufacturers' agents until we decided to try a direct full-time sales agent.

It was the president of our company who suggested the possibility of taking this unorthodox action. He had been aware that I was considering changing agents (we have 17 agent organizations with 43 salesmen) in the local territory, and one day out of the blue he said, "How about appointing Dorothy as a 'salesman' to cover the local territory?" Mrs. Ford has been with our company since its founding in 1945. She progressed through various shop assignments and has been in charge of the punch order department for the past three years. Dorothy Ford is a woman in her mid-forties, intelligent, attractive and particularly neat, with a pleasant personality. She is a strong-willed individual and has a "stick-to-itiveness" which sometimes can be trying. Why not, I thought, when the idea was broached? Aren't these the qualities that a sales manager looks for in a salesman? Yes—especially the inability to accept a "no" without asking many questions. So—Dorothy Ford was offered the position and accepted.

The training portion of the program was relatively simple. I completely reviewed the "Pivot Punch Sales Manual" with her, thoroughly.

I emphasized particularly the technical questions that were most likely to come up. Fortunately her three years experience in the sales department enabled her to see correspondence and hear conversations relating to these problems. Her previous experience also made product knowledge and applications a simple matter of review. The main subject that required time was how to meet criticism to our products. Training in this case was completed in two weeks. She was assigned a territory which included Buffalo, Syracuse, Utica and the complete southern tier of New York State. This might appear sizable to many sales managers. However, with a single product line such as our punches, there is no need for consistent repeat calls. This product is a perishable item which is reordered, once it's incorporated in a customer's standards.

Customer reaction reached our office almost at once, and it was extremely favorable! No, the comment wasn't of the kind that men might make about an attractive woman. Typical was the remark of Frank Cooper, Factory Engineering Division, The Carrier Corp., Syracuse, New York: "Mr. Bergmann, I was completely dumbfounded by the knowledge that Mrs. Ford has about punches and stamping problems. She certainly impressed all of us here at Carrier."

How about records, sales reports, etc.? Her attitude and cooperation concerning these are excellent. She goes into detail to a great extent;

# New interest in education makes Encyclopaedia Britannica **valuable new sales aid**

The United States has repeatedly been called a nation of materially-minded people, but the developments of the last decade indicate strongly that if this was ever true, it is no longer a fact. No nation of families who put off the purchase of a new appliance, a longed-for trip, or home remodelling in favor of buying a set of expensive books can be said to be interested mainly and exclusively in material things. And that has been the fact disclosed through thousands of sales of the world-famous Encyclopaedia Britannica in recent years.

The prestige of the Encyclopaedia Britannica—notable for over 200 years—is now at an even higher peak with the renewed awareness of the importance of education to every individual and to the nation. It is frequently the first purchase after the bare necessities of life have been acquired, and consistently takes precedence over luxuries.

With the announcement that this world-famous treasure of knowledge is now available for industrial use as a sales aid, sales executives will recognize the opportunity it opens for new prestige-building sales promotions, sales incentive programs, consumer promotions and business gifts or awards.

The Encyclopaedia Britannica is the most valuable gift you can offer—the priceless gift of knowledge. People in every walk of life share a powerful motivation to own it. Contained in the pages of the Encyclopaedia Britannica is information on every subject significant to mankind. It is equivalent to a library of 1,000 books, offering the knowledge and authority of world-recognized leaders in every field.

In every respect, it is the largest and most complete reference set published in America, containing 26,000 pages, over 38,000,000 words, and 23,494 magnificent photographs, maps, and drawings.

The Encyclopaedia Britannica is recognized as essential in every home where education is respected. And this recognition is kept alive and

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growing year by year through millions of dollars worth of national advertising in important consumer media. In addition, the Encyclopaedia Britannica is quoted over a million times every year in print, on television and over the

radio. There is no doubt of its popularity, its prestige, its authority.

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The Encyclopaedia Britannica is now available for selected sales use along with other Britannica publications, including the World Language Dictionary, Britannica Junior, Successful Parenthood, Children's Classics, the Book of the Year, and the World Atlas. It will pay you to mail in the coupon below for information on any or all of these publications, together with ways you can effectively use them to increase sales, improve relations with customers, dealers, and employees, and enhance your reputation as a company. Britannica is called "the gift that keeps on giving." Mail in your coupon now for information on how the Encyclopaedia Britannica can be the gift that keeps on giving your company benefits for years to come.

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Please send me complete information on the Encyclopaedia Britannica and other Britannica publications. I am particularly interested in how to use these publications for:

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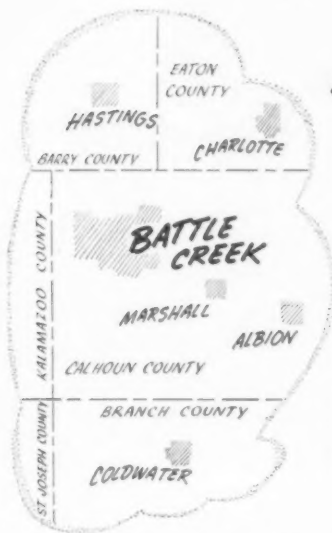
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City \_\_\_\_\_ State \_\_\_\_\_

# South Central Cities

## A GROWING MICHIGAN MARKET



ABC RETAIL TRADING AREA

POPULATION	235,015
RETAIL SALES	\$243,875,000
FOOD SALES	62,327,000
DRUG SALES	8,995,000
AUTO SALES	51,302,000
BUYING INCOME	389,408,000

IT'S EASY TO REACH AND SELL THIS MARKET WITH THE ENQUIRER and NEWS, THE ONLY PAPER WITH COMPLETE CIRCULATION AND NEWS COVERAGE IN THIS AREA!

Full Color ROP AVAILABLE DAILY AND SUNDAY

**BATTLE CREEK**  
MICHIGAN

Cereal Food  
Capital of the World

**ENQUIRER AND NEWS**

Member of Federated Publications

REPRESENTED NATIONALLY BY  
SAWYER-FERGUSON-WALKER COMPANY

## a complete moving service

**FOR YOUR  
PERSONNEL...  
DISPLAYS...  
AND OFFICE  
EQUIPMENT**



**M**ore and more companies are learning that they can depend on Wheaton for truly safe, on time moving on their personnel transfers, display and exhibit, and office

equipment moves. That's because at Wheaton, safety comes first. Service to all 48 states, Alaska, Hawaii and other countries by land, sea and air. Next time, call your Wheaton Agent.



Free moving  
day kit for  
personnel transfers.

Free booklet for the  
family "Moving can be  
almost fun".



**Wheaton**  
Van Lines, Inc.

Over 500  
Agents — all  
principal  
cities

In the West, call



General Offices: Indianapolis, Indiana

however, the information she gives can be helpful in the future.

Here's a characteristic quote from one of her reports:

"3-5-58 Morse Chain, Ithaca, New York.

Mr. D. F. Barber, P.A.—Checking quote. Mr. Barber said we were in line and would be getting order for these. He said the Detroit operations of Morse Chain were being moved to their plant. He said delivery was very important; he would mark orders when they were to be expected in their plant. He said in some instances delivery is more important than price."

### Seeks Customer Satisfaction

Dorothy is acutely aware of the importance of follow-up of new accounts that she's opened. Normally, within two weeks after shipment she makes a call on the new account to see if the product is being used properly and if the customer is satisfied. Her record of repeats from new accounts is much better than that of our average agent. Dorothy has her expenses paid by the company and of course submits a weekly expense account report. I hesitate, not wishing to embarrass my "brother" salesmen, to quote her typical breakfast, lunch and dinner expenses. One thing is certain, a saleswoman doesn't eat as much as a man, or, if she does, she doesn't eat at the same places. Actually though, sales traveling expenses in her case are, on an average, 25% lower than the minimum I had forecasted.

Would I say that hiring a saleswoman is practical for other industrial suppliers? On the basis of our company's experience, yes—with these reservations:

1. The moral character of the woman must be unquestionable.
2. Her background must include industrial experience.
3. She must enjoy and desire contact with the public.
4. She must be a mature individual.

I'm certain that the success of appointing an industrial saleswoman will rest entirely on the care with which the individual is chosen. If the selection is well made, I believe a company can achieve tremendous benefits from adding women to its sales staff. ♦

# Why WEEKLY STAR FARMER is different FROM OTHER FARM PUBLICATIONS



Check These Points. They're Vital to Selling in Missouri and Kansas!

- ✓ **Faster Farm News Coverage**—Printed each Tuesday on high-speed, newspaper-type presses and delivered to subscribers the following day. Consistently scoops other farm publications as much as 2 weeks on news and stories vital to profitable farming.
- ✓ **More Service Editorial Content**—In a recent, typical month, devoted  $2\frac{1}{2}$  times as much space to news and stories directly related to farm operation and farm living as second Missouri farm paper.
- ✓ **Classified Advertising Leadership**—Year after year, publishes more classified ads—the farmer's own advertising—than second Missouri and Kansas farm papers COMBINED. What farmers think of ad medium's worth is true gauge of its influence.
- ✓ **No Premiums**—Unlike other farm papers, Weekly Star Farmer offers no premiums. Nearly 400,000 farm families subscribe to Weekly Star Farmer for editorial merit *alone*. They read it . . . like it . . . make it most powerful single selling force in rural Missouri and Kansas.

**AD GAINS!** Weekly Star Farmer is the only localized farm paper circulating in Missouri and Kansas to show lineage gains in the first 6 months of 1958.

## Weekly Star Farmer



**America's Largest Weekly Farm Publication**  
PUBLISHED IN KANSAS CITY, MO.

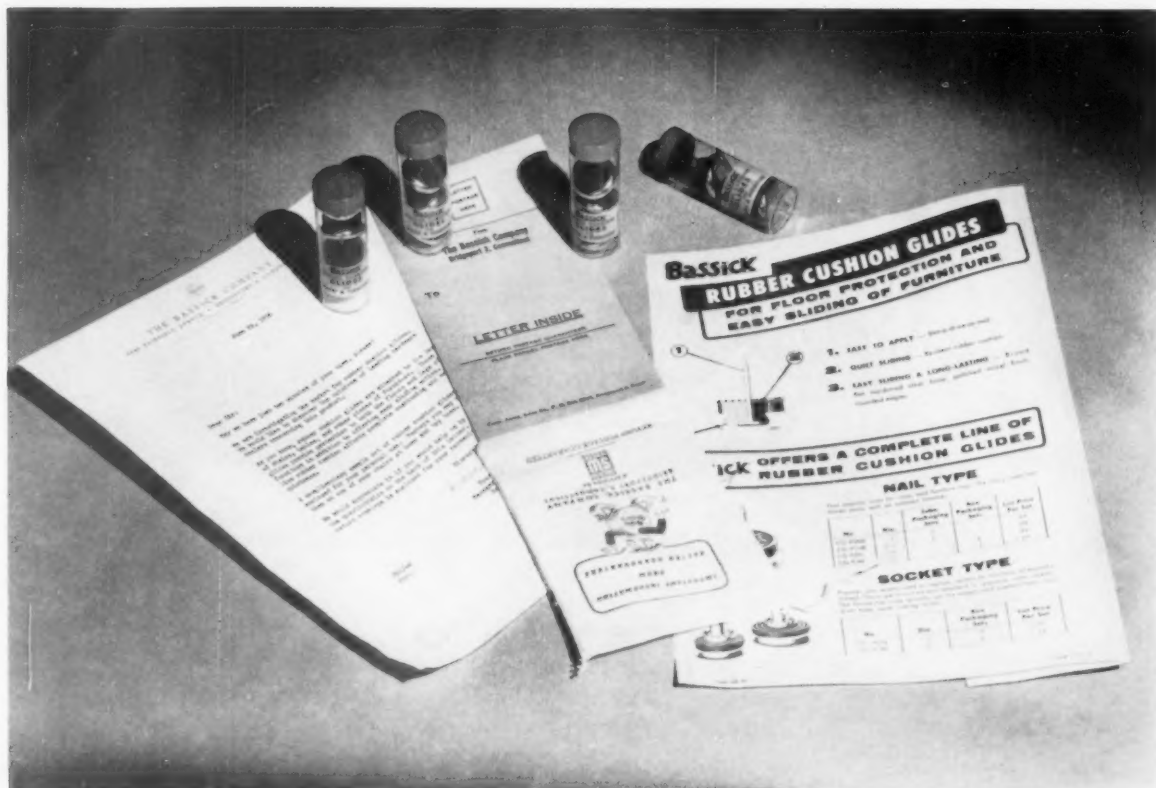
**KANSAS CITY**  
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Harrison 1-1200

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WEbster 9-0532

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21 E. 40th St.  
Murray Hill 3-6161

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625 Market St.  
GARfield 1-2003





THIS IS THE KIT: Bassick's sampling-research program succeeded because of these elements.

## When You Sample Your Product

1. You can find out how many dealers have been sold by your distributors.
2. You can discover how many dealers do not stock a competitive brand.
3. You can get an appraisal of your package.
4. And you can conduct all this sampling by mail.

**By LOUIS H. BRENDEN**  
**Merchandising Director**  
**James Thomas Chirung Co.**

The Bassick Co., Bridgeport, Conn., manufacturer of casters, recently did a skillful job of combining market research, sampling and sales promotion. Its simplicity and effectiveness point the way for other marketers to cut cost corners.

The basic problem was to determine what percent of the U.S. hardware dealers stock and sell Bassick Rubber Cushion Glides, for the entire country and individual markets.

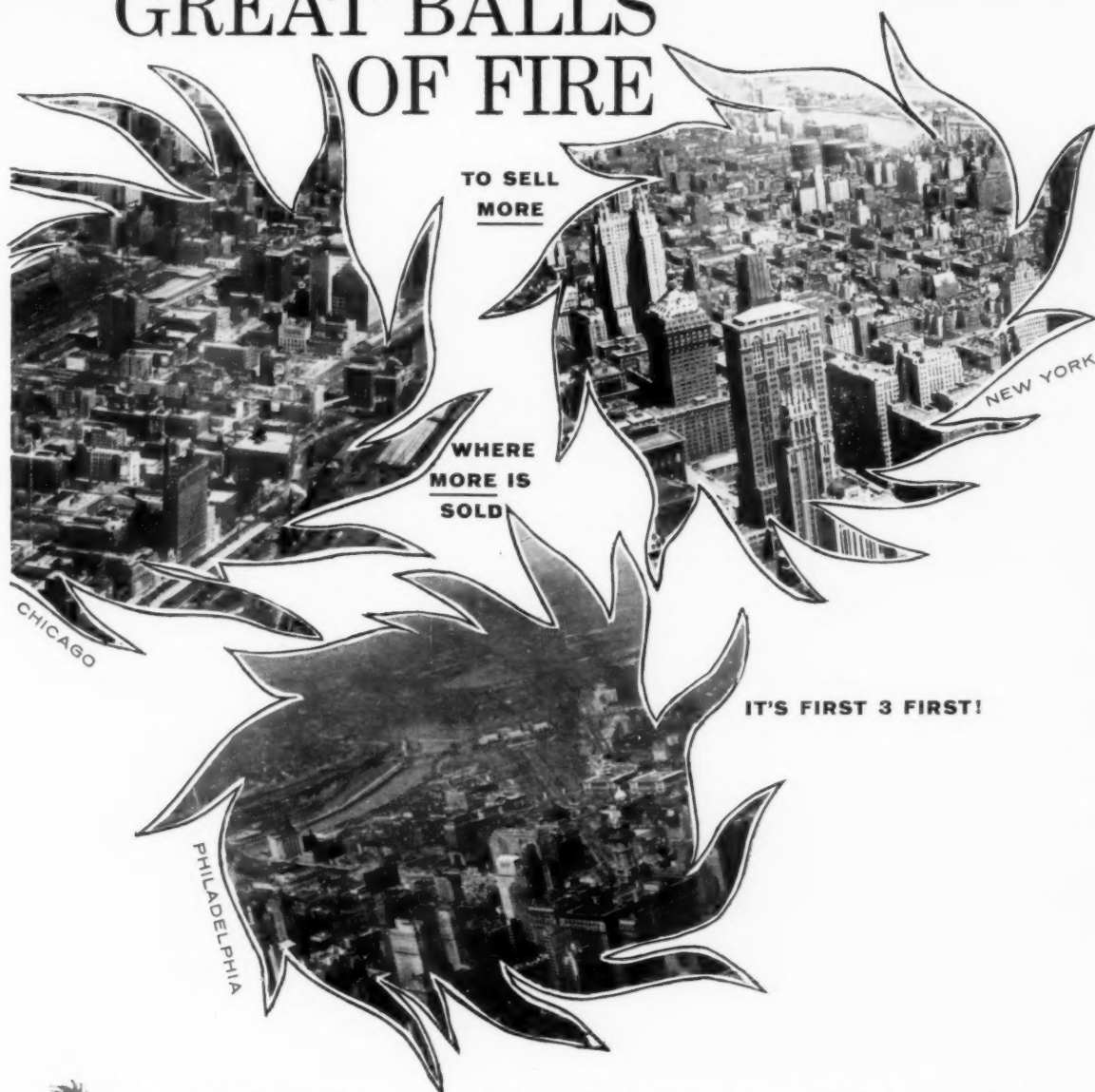
(A glide is a nickel-plated hardened steel cup containing a resilient rubber pad which can be attached to the bottom of the legs of chairs, tables, davenports and other furniture. So equipped, the furniture glides quietly over floors and carpets without damaging them.) This information was not available because, while Bassick knew how many glides were sold to some 400 hardware distributors or jobbers, they had no way of knowing

how many retailers were being sold by these distributors. As a result, there was considerable difference of opinion among company sales executives as to what this degree of saturation of the retail hardware market was for Bassick glides.

It was decided to get out of the guesstimation area by conducting a mail survey consisting of a suitable questionnaire to hardware dealers. As a token of appreciation for the dealers' taking the minute or two to answer the questions, a package of these glides was to be enclosed. This gesture had two important fringe benefits (1) it afforded an opportunity to let all these dealers see Bassick's new "See-N-Sell" plastic tubes for glides created to accommodate the trend towards self-service in the hardware field and the attractive 10 tube display box (in keeping with advanced decimal packaging) and (2) a splendid opportunity for sampling the product. (The hardware retailer was invited to take the sample set of 4 glides home and nail them onto

(continued on page 107)

# GREAT BALLS OF FIRE



**IT'S FIRST 3 FIRST!**

Newspaper distributed magazines are earning an ever increasing role as the backbone of many national advertising campaigns, and the "Great Balls of Fire" among all newspaper distributed magazines are the **FIRST 3 MARKETS GROUP**. There is nothing like this winning combination of three dominant magazines to fire-up enthusiasm and to move customers by the millions into local outlets. Also, advertisers' recognition of **FIRST 3's** Sunday Punch has grown like wildfire—as an example, during the first 6 months of 1958, F3M carried more than twice the advertising pages carried in the same 1952 period.

The three top markets of New York, Chicago and Philadelphia—where 18% of all U. S. Retail Sales are made—should serve as your main advertising target upon which to concentrate your heaviest effort. In these huge markets, where the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out, *there is no substitute* for **FIRST 3 MARKETS' solid 62% COVERAGE** of all families.

To make your advertising sell more where more is sold . . . it's **FIRST 3 FIRST!**  
Circulation nearly 6,000,000.

one group with the Sunday Punch



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Philadelphia Sunday Inquirer "Today" Magazine

New York 17, N.Y., News Building, 230 E. 42nd St., MUrray Hill 7-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043  
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## *This packaging expert puts products in motion...*

### **Olin Cellophane Specialists help speed Sales, Distribution and Production**

Many executives tell us the thing they appreciate most about Olin Cellophane is "extra-curricular" service. Last year, for example, our Product Evaluation Laboratory solved over 300 packaging

problems for firms like your own. Olin research, technical and merchandising specialists made suggestions which enabled companies to achieve production economies plus sales increases. Let this unique packaging service in depth help your own products, new and old. Very

often, packaging in advanced Olin Cellophane types proves a fast method of reducing costs, increasing profits.

Call in an Olin Cellophane representative, today. Or write: Film Division, 655 Madison Ave., New York 21, N. Y. **Olin Mathieson Chemical Corporation**

*A Packaging Decision  
Can Change the Course of a Business*



© 1958 OLIN MATHIESON CHEMICAL CORPORATION

## *What putting your products in motion means to:*

### **SALES, ADVERTISING AND MERCHANDISING EXECUTIVES SEEKING TO INCREASE SALES IN A BUYER'S MARKET**

#### *Will A Packaging Change Always Increase Sales?*

New composite surveys give a stunning answer: 35% of the companies making a package change report a 10% sales gain, 40% report up to a 30% sales gain, and 5% report increases as great as 500%. A powerful statistical testimonial to the selling power of packaging!

#### *How Can Packaging Changes Bring About Sales Increases?*

For one thing, many packages are not as efficient as they should be. Some were hastily designed and fail to hold up under today's intense competition. A new, improved package can rectify the situation and give a good product the competitive advantage it deserves.

#### *How Many Obsolete Packages Are Still On The Market?*

A study of some 1200 manufacturers representing virtually every industry reveals that 54% feel the necessity of revamping their packaging. If you are among this 54%, ask your Olin Cellophane representative to help you increase sales, cut costs or improve product protection through better packaging.

#### *How Can Conveyers Of Olin Cellophane Help You?*

These experienced specialists can help you exploit the potentialities of Olin Cellophane and Olin Polyethylene by introducing added color, distinction and brand identification to your packaging. Obtain these benefits by capitalizing on their engineering, merchandising and artistic skills.



OLIN POLYETHYLENE

OLIN CELLOPHANE

#### **OLIN CELLOPHANE OFFERS YOU THIS UNIQUE COMBINATION OF SPECIALIZED SERVICES**

**Packaging Specialists** — Olin Cellophane representatives have been trained in the sales, physical distribution and production problems of Cellophane Packaging. Can often supply immediate answers to long-standing problems.

**Package Merchandising Service** — Fully experienced help in development of packages which are practical for modern merchandising, plus tie-in store display material to help move your packages at the retail level.

**Technical Service** — Drawing on the wide resources of the cellophane, technical and research laboratories, technicians help you solve problems of protection, printing, strength, machinability or other technical aspects of film packaging.

**Product Evaluation Laboratory** — A staff of quality conscious technicians is equipped to help you evaluate the proper types of Olin Cellophane and packaging construction for superior protection and durability.

**Machine Engineering Service** — Helps you solve production problems and increase production speed.

**Research and Development Laboratory** — New coatings and improved film types are constantly being developed to give Olin Cellophane higher quality performance.

**Order Service** — Special automatic communications equipment permits orders to be placed with the factories immediately to speed delivery.

**Scheduling Service** — Product scheduling at both ultra-modern Olin Mathieson plants have a flexibility which allows fulfillment of rush or emergency orders. Specialists in expediting orders are also located in all district offices.

**National Advertising Service** — Full-color advertisements in Good Housekeeping, Newsweek and Fortune Magazines help build national acceptance for products packaged in Olin Cellophane.

**Packaging Training and Education Service** — Experienced specialists will help you explain to sales or other personnel the production, physical distribution, and sales advantages gained through Olin Cellophane packaging.





# TAMPA-ST. PETERSBURG

## ...market on the move!

Important cargo is on the move in the MARKET ON THE MOVE—TAMPA-ST. PETERSBURG—via swift, modern air transports that link the Twin Cities of the South with important world markets. Excellent air transportation facilities help spark the amazing industrial expansion in TAMPA-ST. PETERSBURG—NOW IN TOP 30 MARKETS—30th in retail sales, 27th in automotive sales, 29th in drug sales!

And, keeping pace, is the station on the move—WTVT—with 30 of the top 50 programs\*—the station with top-rated CBS and local programs that blanket the MARKET ON THE MOVE—TAMPA-ST. PETERSBURG.

*\*Latest ARB*

*station on the move...*

# WTVT

**TAMPA - ST. PETERSBURG**



**Channel 13**

The WKY Television System, Inc.

**WKY-TV**  
Oklahoma City

**WKY-RADIO**  
Oklahoma City

**WSFA-TV**  
Montgomery

*Represented by the Katz Agency*

## Sampling

(continued from page 102)

a piece of furniture so that he might find out how he liked them.)

The purpose of this direct mail survey among retail hardware stores was:

1. To determine the number of hardware stores stocking Bassick Rubber Cushion Glides.
2. To utilize the mailing as a sales promotion tool in introducing Bassick's new tube and display box packaging.
3. To encourage the hardware dealer to try these glides by giving him a free sample set.

The mailing consisted of:

- a. questionnaire and accompanying letter
- b. return stamped envelope
- c. glide literature
- d. sample set of glides in new tube.

The mailing was sent to:

1/6 of stores doing over \$100,000 business annually

Replies were received from 34%

1/11 of stores doing \$50-\$100,000 yearly

Replies were received from 31%

There are 17,162 hardware stores in the United States doing over \$50,000 worth of business annually. Bassick sent questionnaires to 2,000 of these stores. 653 replies were received. The sample returns came from all 48 states with a close correlation between the number of retail hardware stores per state and the number of replies received.

Here are some of the data from this survey:

1. Bassick Rubber Cushion Glides are stocked by 2/3 of the stores that replied.
2. 16% of hardware stores do not presently stock any rubber cushion glides.
3. Those states where most and those where least Bassick Glides are stocked.
4. The replies received indicate that Bassick products (casters and other floor protection devices) are most highly regarded.
5. The majority of retailers commenting on the new packaging of rubber cushion glides like the new tube and display-box package.

6. As a sales tool, this mailing was a large success:

- a. 2000 stores received the questionnaire plus literature and sample set of glides in a tube.
- b. 653 store managers or owners sent back a completed questionnaire. This return of 32.7% is considered good.
- c. 24 stores not carrying Bassick glides said they would stock Bassick. This is important since this question was not asked.

It was surprising to find 2 1/2% of stores interviewed did not know rubber cushion glides existed. This confirmed the need for sampling.

Facts learned from this question show Bassick's penetration into hardware stores, by areas, ranges from 80% down to 52% (with the average at 65%). Strength of each competitor for each area was also ascertained.

Corrective measures are being taken to strengthen weaker areas.

The information obtained and the sampling that resulted from this survey has brought certain other benefits:

1. Assist advertising agency in evaluating copy facts—for example the importance of quality, packaging, etc. And in planning merchandising to best meet market needs.
2. To provide company sales force and distributors with information. An up-to-date check of how much has been accomplished and how much remains to be done. Proof of strong acceptance by retailers has been a morale builder for all.
3. Information obtained from survey can be used to bolster up dealers. As has already been mentioned, the knowledge of where the areas of strength and weakness are, enable sales direction to be confidently pinpointed.

4. Based on the success of this sampling campaign, Bassick field salesmen now distribute tubes of sample sets of glides when they call on hardware dealers and distributors are encouraged to do likewise. For Bassick sales executives realize that a dealer is much more likely to sell, or buy for that matter, something with which he is familiar. They recall the case study of how Toni home permanent waves finally "got off the ground" by providing free samples to salesladies. ♦

Now! Try It Free...

## A COMPLETE SLIDE PROJECTOR KIT YOUR SALES FORCE WILL USE



...size of small attache case  
...only 7 1/2 pounds

You know how difficult it is to get your salesmen to put on a slide presentation. And you also know how effective a sales tool slides are. Yet, you really can't blame your salesmen for not wanting to carry around bulky equipment that takes time to set up, inconveniences the customer and often hits embarrassing snags you can't anticipate. Now, a new slide projector kit has been developed that answers all your problems—and your salesman's: **THE ATTACHE-KIT**. It's handsome, compact, light, sets up in seconds, leaves nothing to chance and requires no skill to operate.

### THE ATTACHE-KIT

designed by experts  
exclusively for  
salesmen's  
slide presentations.



- 35mm, 100 watt projector with manual and semi-automatic changer, wide angle lens.
- Can be used in lighted room... High efficiency optical system.
- Projects from only 36"—capable of 8 1/2' picture
- 10" x 14" screen, shaded to prevent glare.
- Holds 240 slides.
- Adjustable leveling platform—spare projector bulb — 10' extension cord.
- Sturdy—built to take the pounding your sales staff will give it.

### FILL OUT COUPON FOR FREE 10-DAY TRIAL!

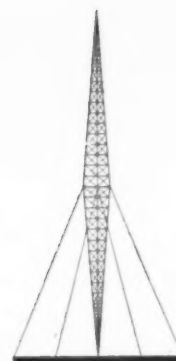
Absolutely no obligation. Try it—have your salesmen use it on calls. It sells itself. If you keep it, we'll bill you only \$89.50 plus shipping charges. Each of your salesmen will want one—special quantity prices available.

<b>PRESENTATION DESIGNERS</b>		Dept. S-1
46 East 53 St., N. Y. 22, N. Y.		
Sirs: Please send me, without obligation, THE ATTACHE-KIT for free 10-day trial. If I decide to keep it, bill my company \$89.50 (plus shipping charges). If not, I may return it after 10 days with no questions asked.		
NAME _____		
TITLE _____		
COMPANY _____		
ADDRESS _____		
Send information on quantity purchases <input type="checkbox"/>		

For making the most of markets . . .

## Soaring Spot Radio Provides 10 Million Watts of Sales Power

By LAWRENCE M. HUGHES



While other media may have created more discussion and headlines, radio has been busier than ever building audiences, advertisers—and sales.

Today's 3,300 U.S. *AM* (amplitude modulation) radio stations serve American people of all ages, sexes, languages, occupations and diversions, at all hours and in virtually all places, through a combined 10 million watts of power—reaching almost three times as many receiving sets as there are families in the nation.

Today, national and regional and local advertisers are investing more money in radio than ever before to make the most of its flexible, market-by-market sales potentials.

The Federal Communications Commission shows that between January 1, 1946, and January 1, 1958, the number of AM stations operating or authorized grew from 1,004 to 3,304. Though the sharpest increase—51.4%—was made during the year 1946, the trend has pushed steadily upward. In 1957 alone 179 new stations got FCC's blessing.

(The number of *FM*, or frequency

modulation, stations multiplied 13 times in the first four postwar years, from 55 to 737, but currently is 536.)

Combined power of 3,250 AM stations now on the air comes to 9,824,150. These stations include: 29 of 100 watts; 1,269 of 250 watts; 196 of 500; 1,046 of 1,000; 556 of 5,000; 53 of 10,000, and 101 of 50,000 watts.

Though the 101 biggest have half the combined power, middle-power and below stations have multiplied most in the last 12 years.

*This is the second in a series  
of special reports  
on major media.*

Meanwhile, in this period, the number of radio sets expanded from 58 million to 139.5 million last January 1. Last year's gain was the greatest since 1949. Of the 15.4 million sets sold in 1957, Radio Advertising Bureau estimates that six million

were replacements and 9.5 million created "new places to listen."

Radio-set ownership, which now reaches 96.4% of U.S. families, is divided: 93 million in homes; 36.5 million in automobiles, and 10 million in public places. In 1957, 87.5% of all new cars sold were radio-equipped. The number of motor-car radios alone today is in fact greater than the total radio homes of 1947. And the so-called "home" radios are becoming increasingly "mobile."

"Within five years," predicts John F. Hardesty, v-p and g.m. of Radio Advertising Bureau, New York, "every fourth person walking down the street will be radio-equipped. Already we have the wrist watch radio being refined, the small transistor set that can be carried in a shirt pocket—and radios built into women's handbags." By 1963 he forecasts "fountain pen radios—even radios in eyeglass ear pieces—at a price so reasonable that everyone can afford them."

Even in areas where TV has 90% saturation, the RAB finds that radio

### HOW TOTAL RADIO VOLUME IS DIVIDED

Network, Spot and Local as Per Cent of 100

	1946	1947	1948	1949	1950	1951	1952	1953	1954	1955	1956	1957
<b>NETWORK</b>	43.9%	39.7%	37.5%	35.5%	32.4%	29.6%	25.9%	23.1%	20.5%	15.5%	10.7%	9.9%
<b>SPOT</b>	21.6	21.0	21.6	21.6	22.4	22.8	22.7	23.8	24.2	24.6	28.4	31.5
<b>LOCAL</b>	34.5	39.3	40.9	42.9	45.2	47.6	51.4	53.1	55.3	59.9	60.9	58.6

continues to make rapid progress. In a study called "Radio in Telurbia" (Wantagh and Levittown, L. I.), it was learned:

"1. More than half of families acquired new radios in 1957—compared with about one-third for U.S. families as a whole;

"2. About 90% of these new radios went into non-TV rooms, where family members can listen even if a TV set is in use elsewhere in the home.

"3. Nine-tenths of respondents say they are listening to radio as much—or more—this year than last."

These families spent an average of \$32.93 for home radios and \$70 for car radios.

Across the country, RAB points out that, among others "97% of teenage girls, 95% of homemakers, and 93.4% of young men listen to radio every week." Radio claims "dominance during the decision-making, action taking period prior to 3 p.m. each day"—suggestive to advertisers that "the early bird gets the customers."

Whereas other major media—outdoor excepted—have less coverage in the summer, Sindlinger & Co., research firm, shows that, between an average day in February and in the summer, the collective national radio listening expands by 89.5 million hours.

Kevin B. Sweeney, RAB's president, tells a Mobile, Ala., group that "radio is the *only* way in which an advertiser can communicate at all with half of Southern families." To farm families generally, radio is a primary medium. And it continues to be a daily habit in small towns, suburbs and larger cities.

## Spot Radio Becomes "Fastest-Growing Medium"

Radio — and specifically spot or market-by-market radio—is just striking its stride as an advertising medium.

In the 12 years 1946 through 1957, total radio expenditures rose 42.6% from \$454.4 to \$648 million.

Network radio expanded from \$199.6 million in 1946 to a peak of \$210.6 million in 1948. Then, as TV got growing, network radio nose-dived to \$60.5 million by 1956. Last year it edged upward to \$64 million.

Meanwhile, in the 12-year period, advertising revenue of both *spot* and *local* radio more than doubled.

Though local's gain throughout the period—from \$156.6 to \$380 million—was greater than that of spot, its biggest jump (37%) was made in 1947. Since then local has climbed consistently, but more moderately. Last year's increase, for example, was nearly 10%, from \$345.5 to \$380 million.

Spot gained steadily from \$98.2 million in 1946 to \$145.6 million in 1953; dipped in the next two years to around \$134 million, and since has bounded upward—20% in 1956, to \$161 million, and 26% in 1957 to \$204 million.

In the first four months of this year, local radio is estimated to have expanded 2.9% and spot radio was up 5%.

Over the 12 years:

The network share of total radio

advertising revenue dropped from 43.9% to 9.9%.

Local rose from 34.5% to a peak of 60.9% in 1956, but last year dipped to 58.6%.

Spot increased from 21.6% to a record 31.5% in 1957.

Advertisers' interest in radio stems from a lot of reasons—three of which are coverage or penetration, low cost, and flexibility. The essence of spot of course is flexibility in place and time. But the radio networks have become more flexible, too. Instead of being forced to buy hundreds of stations across the board, advertisers now can get regional networks of 30 or 40 stations.

Kevin B. Sweeney contends that "radio is the *only* medium which in 1958 continues to expand in advertising revenue. . . . Despite reports to the contrary, TV is down in actual volume. TV is down more than newspapers—though not so much as magazines."

While the total radio "pie" in 12 years widened only 42.6%, the number of AM stations trebled. Thus the average station revenue apparently declined from about \$454,000 to \$197,000. Yet Sweeney shows that "the great majority of radio stations are profitable—and most of the total

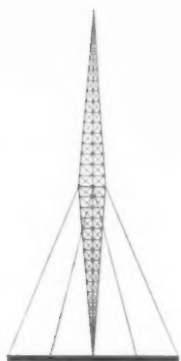
(continued on next page)

### TOTAL RADIO STATIONS AND RADIO SETS 1946-1958

Yearly growth in index numbers, base (100) 1946







**Radio** (continued)

3,300 this year have increased their advertising revenue."

The 2,200 new AM stations since World War II have been predominantly of lower wattage—and cost. Including \$12,000 to \$15,000 for construction, a small station can get on the air for a total \$25,000, he explains. As the station attracts listeners and advertisers, it can soon be worth 10 times that figure.

Also, the ingredients of the pie are more nourishing—to the stations: At least 90% of total radio revenue now derives from spot and local. The stations, and their representatives, have done a vigorously creative job of developing them.

## More Major Advertisers Hitch Sales to Radio

Though many national advertisers still regard radio as "auxiliary":

1. Nearly all of radio's Top 100 of a decade ago are now back in the medium.

2. More major advertisers are making radio their *primary* medium. (More than half of introductory expenditures for American Tobacco's Hit Parade cigarette were in radio. Some advertisers, such as Sterling Silversmiths' Guild, now spend all their advertising money in radio.)

3. The urgencies of competition and recession are causing more advertisers to take some long new looks at media—including radio. (One of the largest advertisers, marketing low-priced, packaged products of wide distribution, recently queried Radio Advertising Bureau on the advisability of spending *all* of \$2.5 million budgeted for a new product—in radio.)

RAB has begun to keep count of radio's advertisers.

In its first quarterly compilation it listed 760 using spot only; 133 in network only, and 97 in both.

This total of 990, compiled from a cross-section of sellers of radio time, probably is incomplete. RAB says merely that the number of multi-market radio advertisers, as distinguished from local advertisers, comes to "at least 1,000."

The spot radio advertisers reach, alphabetically, from Abbott's Dairies, Adler Shoes and Aero-Mayflower Transit . . . to Magnolia Petroleum, Maiden Form Brassiere and Mail Pouch Tobacco . . . to Welch Grape Juice, World Wide Automobiles (Volkswagen) and Wrigley's gum.

Largest users of spot—again alphabetically—were American Tobacco, Ford Motor, General Foods, Lever Brothers and Reynolds Tobacco. Ford and Lever also were among the first five in network radio—the others being Bristol-Myers, Colgate-Palmolive and Grove Laboratories. (The two largest-of-all advertisers—General Motors and Procter & Gamble—are not yet tops in radio.)

Foods and groceries, with 250 brands, are spot radio's largest category. Drugs are second, with 81. Agriculture and ale, beer and wine are tied for third, with 54 each. Other



**CRAM**—Kevin B. Sweeney, dean of studies (and otherwise president of Radio Advertising Bureau) consults with

RAB's v-p and g.m. John F. Hardesty (right) on homework for students in the "graduate school of radio selling."

# THE JOHN BLAIR REPORT LOCAL RADIO PROGRAMMING

## Eye-opener for advertisers

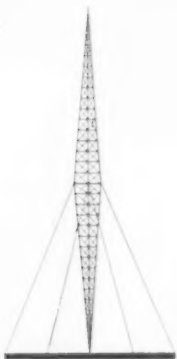
To get full results from radio advertising, sales and advertising executives need to understand the complex program elements which, when properly combined, give Spot Radio its tremendous selling-power. These elements are clearly defined in the John Blair Report, LOCAL RADIO PROGRAMMING, recently published. It is termed an "eye-opener for advertisers" because it brings into sharp focus the exacting skill demanded of station-

management in creating an overall program-structure that consistently builds maximum audience for the station, and sales for its advertisers. Hence the book contains a wealth of information vital to any executive charged with the responsibility of moving mass-market goods at a profit. For the complete report, write John Blair & Company, 415 Madison Avenue, New York 17, N. Y. Price, one dollar.

## JOHN BLAIR & COMPANY

### Exclusive National Representative for:

New York.....	WABC	Washington.....	WWDC	Miami.....	WQAM	San Antonio.....	KAKI	Wheeling-Steubenville.....	WWVA
Chicago.....	WLS	Baltimore.....	WFBR	Kansas City.....	WHB	Tampa-St. Petersburg.....	WFLA	Tulsa.....	KRMG
Lcs Angeles.....	KFWB	Dallas-Ft. Worth.....	KLIF-	New Orleans.....	WDSU	Albany-Schenectady-Troy..	WTRY	Fresno.....	KFRE
Philadelphia.....	WFIL		KFJZ	Portland, Ore.....	KGW	Memphis.....	WMC	Wichita.....	KFH
Detroit.....	WXYZ	Minneapolis-St. Paul..	WDGY	Denver.....	KTLN	Phoenix.....	KOY	Shreveport.....	KEEL
Boston.....	WHDH	Houston.....	KILT	Norfolk-Portsmouth- Newport News.....	WGH	Omaha.....	WOW	Orlando.....	WBDO
San Francisco.....	KGO	Seattle-Tacoma.....	KING	Louisville.....	WAKY	Jacksonville.....	WJAX	Binghamton.....	WNBF
Pittsburgh.....	WWSW	Providence-Fall River- New Bedford.....	WPRO	Indianapolis.....	WIBC	Nashville.....	WSM	Boise.....	KIDO
St. Louis.....	KXOK	Cincinnati.....	WCPO	Columbus.....	WBNS	Knoxville.....	WNOX	Bismarck.....	KFYR



## Radio (continued)

categories promoting 20 or more brands in spot radio in RAB's first compilation were: toilet requisites 45, household cleaners 42, transportation and travel 33, gasoline and lubricants 31—followed by automotive, general household products, religion, tobacco, confections and soft drinks, and consumer services.

RAB looks at Publishers' Information Bureau listings of the "100 largest" advertisers in several major media in 1957; compares them with its spot and network radio users and finds more than 75% using radio. Excluding from PIB's 100, five liquor advertisers who cannot use broadcast media, 72 of 95 were active in radio.

The list of larger advertisers who use spot radio includes some impressive names.

In *foods and groceries*: American Home, Armour, Beech-Nut Life Savers, Best Foods, Borden, California Packing, Campbell, Carnation, Continental Baking, Corn Products, Cudahy;

Also Foremost Dairies, General Baking, General Foods (with eight brands) Gerber, Gordon Baking, Heinz, Kellogg, Kraft, Nabisco, National Dairy, Quaker Oats, Ralston Purina, Scott Paper, Standard Brands, Stokely-Van Camp, and Swift and Wilson meat packers.

Four of the 10 largest grocery chains—A&P, Kroger, Food Fair and Grand Union—also draw customers by spot radio. So do other major chains—among them Sears, Kresge, Walgreen and Liggett.

Some *beverage* advertisers in this medium: Anheuser-Busch, Ballantine, Blatz, Falstaff, Liebmann, Miller, Pabst, Piel, Schaefer and Schlitz beer; California Wine Association and Gallo; Coca-Cola and Pepsi-Cola; Canada Dry, Hoffman and White Rock soft drinks, and in coffee, Borden, Folger, General Foods.

*Drugs-toiletries*: Block, Bristol-

Myers, Max Factor, Gillette, Grove, Miles, Pfizer, Pharmaceuticals, Inc., Pinkham, Plough, Revlon, Sterling, Vick and Warner-Lambert.

*"Soaps*: Babbitt, Colgate, Jergens, Lever and P&G.

*Chemicals*: Allied, American Cyanamid, Du Pont, International Minerals, Olin Mathieson and Union Carbide.

*Metals*: Alcoa, International Nickel, Reynolds, U.S. Steel.

All 10 of the "sales billionaires" in *oil and gasoline* employ spot radio: Standard (N.J.), Socony Mobil, Gulf, Texaco, Standard (Ind.), Shell, Standard of California, Sinclair, Phillips and Cities Service. So, among others, do five more selling above \$500 million: Sun, Continental, Tide-water, Atlantic, Pure Oil.

Spot radio's *electrical* list includes such sales billionaires as G-E, Westinghouse and RCA—as well as Ad-

miral, Borg-Warner, Emerson, Motorola and Zenith.

All of the Big Six in *cigarettes* now radio-spot: American Tobacco, Brown & Williamson, Liggett & Myers, Lorillard, Philip Morris and R. J. Reynolds. Other tobacco advertisers include Consolidated and General Cigar.

All types of *transportation* radio-spot their sales stories.

*Motor cars*: General Motors and Chrysler—plus the U.S. "little three" (American Motors, Studebaker-Packard and Willys)—plus various imported makes.

*Tires*: three of the Big Five—General, Goodrich and U. S. Rubber.

*Aviation*: all major domestic lines, except Braniff and Continental, and such foreign-flag lines as Air France, KLM, Sabena and SAS.

*Railroads and bus lines*: Burlington, Great Northern, Greyhound,



**SHEEPSKINS**—After students have made their own final sales pitches, RAB President Kevin Sweeney awards honors in Bureau's one-week sales school.



N

Local News, World News,  
Business News, Farm News,  
Special Events, Sports,  
Weather

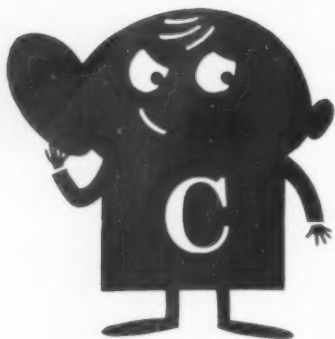
## FILED UNDER "N"

NEWS, all of it. Crop prices and hurricane reports. A downtown holdup and an eighty-yard runback. From the blaze of a local fire to sudden revolt in the Mideast, listeners hear more news—and better news—on the 14 stations represented by CBS Radio Spot Sales. More, because we carry more programs. Better, because in addition to our roster of distinguished local news personalities, we offer the unparalleled coverage of the CBS Radio Network. A recent study shows that as a result of our authoritative News programs, listeners believe more in our sponsors. If you have a product to sell, sell it with the authority of stations represented by...

### CBS RADIO SPOT SALES

Representing: WCBS New York WBBM Chicago KNX Los Angeles  
WCAU Philadelphia WCCO Minneapolis-St. Paul WTOP Washington  
KMOX St. Louis KCBS San Francisco WBT Charlotte WRVA Richmond  
WEEI Boston KSL Salt Lake City WMBR Jacksonville KOIN Portland  
CBS Radio Pacific Network and CBS Radio New England Network





**"C"** is Complex  
And hard to appease.  
He searches his dial  
For something to please!

Every market is just as complex as the individuals within it. To penetrate complex markets, you must first penetrate the complex minds within them. It takes a flexible medium like radio, programmed with the individual in mind to do the job effectively and economically.

In Greater Los Angeles, it takes KHJ Radio. For 36 years, KHJ has featured **FOREGROUND SOUND**...news, sports, discussion, commentary, quiz, dramatic and variety programs...designed to appeal to the complex minds in America's Second Market.

Never underestimate the variety of tastes that make up the Los Angeles market. Here is a medium programmed to satisfy them all.

**KHJ  
RADIO  
LOS ANGELES**  
1313 North Vine Street  
Hollywood 28, California  
Represented nationally by  
H-R Representatives, Inc.



Kansas City Southern, Northern Pacific, Rock Island, Union Pacific and Western Pacific.

Other major media sell through spot radio. Among *magazine* companies using it are Curtis, Macfadden, McCall, Meredith, Reader's Digest, and Time, Inc.

Though spot radio (and network too) still peddles plenty of spiritual

advice—from such groups as Justice Brothers, Old Fashioned Revival and Word of Life Fellowship—the medium attracts highly "practical" promoters. Among these are the three largest corporations, in assets: American Telephone (through various regional divisions), and Metropolitan and Prudential Insurance. Another spot radio customer is the biggest bank—California's Bank of America.

## RAB Girds Regional Advertisers Against National Competitors

Radio Advertising Bureau calls radio "the key medium for regional advertisers against national competition."

But it works vigorously to develop both—and to help member stations expand local accounts.

In six recent months RAB staffers made 411 presentations. In one recent five-day period—as part of a continuous and cumulative "sales barrage"—three of them put on a total of 56 presentations in four Tennessee cities. In Florida about that time 40 regional advertisers saw 38 different RAB presentations in five days. Four other RAB men were getting set to show more than 100 presentations in California in a two-week period. En route, in one week, they would wrap up both Denver and Salt Lake City—respectively with 28 and 18 pitches.

All told, this year, 17 RAB executives and account executives will make 1,500 presentations.

In the last two years, says Kevin Sweeney, "almost every advertiser spending \$25,000 or more has heard our story—some of them two or three times.

"Each presentation is tailored to its industry. There are separate ones, for example, for appliance distributors, breweries, drug chains, airlines, regional paint manufacturers and coffee roasters. We have more information about regional advertisers than the Newspaper Bureau and the Television Bureau combined. . . . We have more information on newspapers in a market than the newspapers themselves! We provide our members with five times as many local sales tools as the BofA and TvB put together."

The RAB barrage program grew out of a department store presentation. "We found that few of our stations were really cultivating these stores," Sweeney explains.

Retailers contacted by RAB direct

today primarily are units or regional divisions of large chains. RAB does so *without* checking first with their home offices.

Adequate lists of regional advertisers were not available, and so RAB went to work to compile them. The bureau checked manufacturers for names of better distributors, and asked the aid of trade papers. "In every town," Sweeney shows, "we always get from the No. 1 bank information on local manufacturers, distributors, bottlers and other businesses."

Presentations are arranged ahead by telephone and confirmed by letter. Four presentations of one hour each are held daily—at 9:30 and 11 a.m. and 2 and 3:30 p.m. Each hour includes a question period. "Generally, we concentrate on advertisers who are spending less than 25% of their budgets on radio. We sell—at least with *some* increase in radio's share—one out of every three."

Among regional, multi-market advertisers, RAB concentrates on those with budgets of \$75,000 and more; among national advertisers, on those spending \$250,000 and more. The bureau counts some 400 brands with budgets in the \$250,000-to-\$1 million bracket.

Though agencies sit in with their clients, and RAB makes separate pitches to agencies direct, Sweeney says, "we *don't* go after agency *media departments*. We tackle account executives and agency principals, and especially the company product managers and *top marketing managers*. We're placing more emphasis all the time on top marketers and top company managements. More than half of all 411 meetings in the last six months were attended by *company presidents*."

"We show advertisers who are not now in radio how radio can meet their



## One-man bands are dandy . . . BUT

If you want to make music that'll move millions, you need more men. Not only musicians, but behind-the-scenes people, too. WJR has got 'em—well over a hundred—including musicians, singers, arrangers, directors, producers, writers and such. Now all these folks cost more to maintain than a couple of "disc jockeys," but when you cater to the musical whims of an audience as large as WJR's you find they're very necessary.

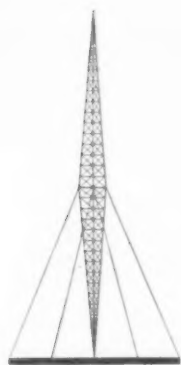
For instance—WJR's music motto is "Music for every taste"—and planning a musical menu for its many listeners requires experts in the classics, choral arrange-

ments, folk songs, religious music, band music and other kinds, as well as the current favorites. And WJR's got the experts. Furthermore, WJR's audience appreciates the variety and quality of music that they get.

We know this by their letters—advertisers know it by the results they get. You can find it out by checking an Alfred Politz survey, which shows WJR as the No. 1 radio station in the Detroit-Great Lakes area. If you've got a product or service to sell, call your Henry I. Christal man, he'll show you how WJR can help you make music that will have your sales department dancing circles around competition.

**WJR** DETROIT  
50,000 WATTS CBS

Radio Programs with Adult Appeal



**Radio** (continued)

problems and opportunities. We suggest a trial in a few markets, or radio as the medium for new product introductions. We show regional brewers and paint manufacturers how other brewers and paint companies, 200 or 2,000 miles away, are putting radio to work effectively." A southern or eastern coffee roaster learns how he can be "just as smart as Paxton & Gallagher of Omaha." He learns how to "get into the jingle business," for as little as \$800 each; how to create a good commercial; how to buy radio and how much to buy; how to sell wholesale and retail sales people on the program, and how to develop point-of-purchase tie-ins.

RAB's library of commercials now embraces 3,000. Annually, on one small platter the Bureau records the eight "most effective" of national advertisers, as picked by a 150-man jury of advertising and agency executives and broadcasters. (The eight for 1957 promoted Beech-Nut gum, Budweiser, Dodge, Ford, Marlboro cigarettes, Pepsodent, Texaco and Winston.)

On the national-advertiser level RAB men are industry specialists. "They can tell a manufacturer or his product or division manager how competitive products are doing across the country," Sweeney points out.

RAB boasts "the biggest idea bank of any media organization," and tells member stations: Take the hard-to-crack department store category. Within recent months:

"An Oklahoma department store bought radio on the successful experience of a small furniture chain in Illinois.

"A chain outlet in Kansas bought weekend radio because a Florida store did well with it.

"The biggest department store sale in Tennessee was based on 'results' in Pennsylvania."

Last spring 770 executives from

506 stations took part in 43 RAB area sales clinics. These featured "30 different successful sales approaches." One approach turned Montgomery Ward into one station's biggest advertiser. Another got 50% of a Woolworth store budget (though Woolworth nationally now emphasizes newspapers). Others included an idea that sold the midnight to 3 a.m. time slot—and made an advertiser of a local tax collector!

In addition to a national clinic in New York next November, RAB is holding, between September 4 and September 30, seven two-day regional management conferences—in Florida, California, Illinois, West Virginia, Oklahoma, Michigan, New Jersey.

To help stations put on formal presentations to local advertisers, RAB now offers them, below retail cost, projection and sound equipment—and plans to offer slides, tapes and "tailor-made taped commercials." Informing stations that "about half of all co-op advertising funds go un-

spent, RAB supplies data on 100 co-op plans—of manufacturers in apparel, appliances, automotive, drugs and toiletries, grocery, heat-light-plumbing, home furnishings, paint-hardware-building, and radio-TV-phonograph categories.

The bureau helps stations sign local movie theaters for the movie industry's "Get More Out of Life" campaign; shows them how to approach men's wear retailers; multiplies across the board the impact of "Valuetown."

In this version of "You Auto Buy Now" depression-busting promotion, originated by WKNX, Saginaw, Mich., local merchants bought 3,000 announcements—1,000 on each of Saginaw's three stations—in a three-week period.

New ammunition from RAB includes weekend and nighttime radio studies; radio-TV "awareness" test results; "money-making bulletins;" presentations to draw drug and super-market advertisers; "The News Era," and advertiser information

## Fast-Moving RAB Nears \$1 Million-Budget Mark

RAB was set up as an independent industry organization seven years ago. It was an outgrowth of a department in the National Association of Broadcasters. As a department it was in effect supported by the whole membership of the trade association. But, in setting up as a separate entity, NAB members had the option of allocating or declining to allocate, a portion of their dues to RAB. Income at the RAB's start: \$150,000 annually.

That was the year in which total radio advertising revenue reached a peak of \$624 million. In the next three years—while television blossomed across the land—radio revenue dropped \$80 million.

The over-all radio trend has since moved forward again. Reflecting—and stimulating—this trend, RAB reports, each month, new records in its own income and membership.

Its annual income rate of \$915,000 in June was projected to \$930,000 for September and \$950,000 by next January.

Kevin Sweeney estimates that RAB's 850 members account for 65% of radio's \$648 million annual advertising volume. In addition to stations, the members include all four coast-to-coast networks, and station representative firms.

Today, among media "bureaus," RAB ranks second in income only to the 44-year-old newspaper Bureau of Advertising, which has more than \$2 million. RAB's income is slightly larger than that of Television Bureau of Advertising, and about four times as large as that of 15-year-old Magazine Advertising Bureau.

RAB's \$915,000 is divided: 55% for research and promotion; 28% for sales; 17% for member service.

But across the 3,022,387 miles of continental U. S., through the 8,736 hours of each year, RAB devotes 100% of it to showing advertisers Rich Rewards from Radio.



**THE  
CLEVELAND  
BROWNS**

**Radio for  
Grown-Ups  
...of  
ALL AGES**

**WGAR**



LORAIN



CLEVELAND



PAINESVILLE



AKRON



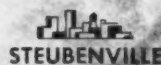
WOOSTER



CANTON



NEW PHILADELPHIA



STEUBENVILLE

## **We offer you a large share of the Northeastern Ohio buying audience**

You reach Northeastern Ohio's real buying audience through WGAR. Because WGAR surrounds your commercials with radio for grown-ups ... of all ages.

*For example, this fall, WGAR presents professional football at its exciting best featuring the Cleveland Browns. Dynamically reported for Northeastern Ohio's big sports-minded radio audience by top sportscaster Bill*

*McColgan ... whose colorful game descriptions are seats on the 50-yard line for thousands of the Browns' faithful and enthusiastic fans.*

WGAR maintains this policy in all its programming ... good music ... variety shows ... sports ... accurate news coverage ... drama—featuring performers from top CBS talent.

*So reach your real buying audience through WGAR.*

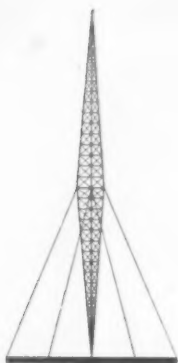
**Radio for grown-ups  
... of all ages**

**WGAR**  
**CLEVELAND OHIO\***

The Peoples Broadcasting Corporation  
WRFD-Worthington, O. • WTTM-Trenton, N. J.  
WMMN-Fairmont, W. Va. • WNAX-Yankton, S. D.  
KVTU-Sioux City, Ia.

\*Represented by the Henry I. Christal Company





**Radio** (continued)

sheets to increase the station salesman's knowledge of a prospect's business.

In the works is a "promotion bible" of suggestions and selling techniques for plus business tied to a dozen of the year's "days"—Father's, Independence, Thanksgiving, etc.

Starting this year RAB is compiling quarterly reports on spot and network advertisers.

Scanning the future, a new basic RAB presentation claims that by 1960—with competition from many new products and brands lifting marketing costs 23%—"sound advertising" is the only medium in which the medium-sized national and regional advertiser can be dominant in his entire market.

By then the number of advertising impressions received daily by the average urban woman would have risen from the present 210 to 260.

Meanwhile, this busy bureau probes into the "new sound" in radio commercials—specifically for such established brands as Winston and Hit Parade cigarettes, Pepperidge Farm bread, Dutch Masters cigars, Hoffman beverages, and Dodge cars.

But the RAB warns against "copycat" jingles: "A well-written radio commercial, delivered 'live' by a local personality, can often do a better job than a jingle produced for national use."

Here, too, *flexibility* counts.

## How Much "Merchandising" Do Stations Give Advertisers?

Advertisers buy radio primarily on the individual station's ability to reach logical prospects. "Merchandising" inducements are offered by many stations. But increased emphasis is given to efforts to help advertisers know more about radio and about markets and stations.

"We may advise advertisers to get merchandising—if they can," explains RAB's Kevin Sweeney. "But of course the stations decide. Some of them do more than others—even aiding advertisers to open local outlets for their products."

Sweeney denies that the "per inquiry" development—in which station "rates" are proportionate to actual product sales—is making progress: "No first-class operator ever got into

it. On the other hand, two or three stations sell only on this P.I. basis."

NBC Radio's Owned-Stations division has announced a new and revised "Chain Lightning" merchandising plan, which has been cleared by counsel to the FTC as complying with the Robinson-Patman "anti-discrimination" act.

Participating grocery organizations will be known as "Stores of the Stars." Each store receives a window insignia, and gets free air time based on the same mathematical formula for all stores participating, individually or under a common trade name. Four special "Stars" promotions annually will involve point-of-purchase material and advertising in metropolitan newspapers.

## RAB Launches "School" for Station Salesmen

In the last decade Radio's sales force has multiplied from 2,000 to 12,000.

Supplementing a steady stream of "aids" to station, representative and network members, Radio Advertising Bureau has started—on a trial basis—to bring problems down to cases, personally, with a "graduate school of radio selling."

The school is designed for people with sales experience in other fields who have recently begun to sell radio time. An RAB survey of members last year showed that 79% of the most effective station salesmen had no prior radio-selling experience. Among stations in small markets, this proportion reached 92%.

To the Shoreham Club at Old Greenwich, Conn., on Monday, June 15, 18 salesmen came at their stations' expense for the first five-and-a-half-day curriculum, involving 40 class hours and 12 homework hours. Courses were given in 39 subjects by

11 RAB staff members and six "guest experts."

From radio's history and background, the courses moved to the medium's present dimensions, and to analyses of out-of-home and automobile radio. Then the students learned what the audiences of the nation's 140 million radio sets listen to, and about the rating services which measure audiences.

A lecture on "Who are the advertisers?" was followed by individual presentations on banks and financing, automobile dealers, department stores, furniture-appliances, clothing—jewelry and food processors. One morning was devoted largely to advertising agencies, on the account and "media" levels. One whole afternoon analyzed rival media: newspapers, TV, outdoor and direct mail.

On the fourth day the students saw basic RAB presentations—learned about radio's coverage and ability to reach people at "strategic" times and places; local market information; types of programs, such as news and sports, and "Selling the Hard Ones."

Friday was dominated by "Making the Sale." This covered not only techniques and devices (telephone selling, presentation methods, etc.) but "selling ideas," "creating a commercial" and "writing a commercial."

On Saturday morning the 18 students had to *prove* what they had learned—and could do—by making short presentations before juries. ♦

### COMING SOON

## "The High Cost of Nephews"

An objective look into a subject that's not nice to talk about, but one on which everyone has an opinion . . . nepotism. Is it good or is it bad? Does it cost or pay to put a relative on the payroll?

### SALES MANAGEMENT

# Dale Carnegie Sales Course now available in 126 cities!

**Whether your salesmen are local . . . or  
all over the map . . . they can now profit  
from identical salesmanship training**

Here's a sales course that frees you of one of the toughest tasks in sales training—instilling time-tested sales principles into the daily work habits of your salesmen. This training can make top producers out of your marginal salesmen. And, because they can take the course on their own time, it saves you time!

Now—for the first time—the Dale Carnegie Sales Course is available to you in 126 cities, all over the country. Each salesman receives identical training . . . and he may visit any class in any city at any time.



DALE CARNEGIE

## DALE CARNEGIE *Sales Course*

15 West 46th St., New York 36, N. Y.

*In its objectives, method and application this course of practical training in salesmanship differs entirely from the Dale Carnegie Course in Effective Speaking, Leadership, and Human Relations.*

This is *action* training—your salesmen learn by doing! They practice selling your product or service in a "sales laboratory" under the direction of seasoned salesmen-instructors. You'll see the proof on your sales reports. Take action yourself right now by mailing the coupon below for full details!

**What this course is . . . and isn't:** The Dale Carnegie Sales Course is based on the principle that the best way to *learn* is to *do*. Salesmen dramatize selling methods themselves, at every session. This is no "one-nighter" pep-up course; effects are lasting. There are no long-winded lectures, no examinations, no reports. Your salesmen will like this stimulating way to learn.

MAIL COUPON TODAY FOR ALL THE FACTS!

### DALE CARNEGIE SALES COURSE

Dept. SM 5912 / 15 West 46th St., New York 36, New York

. . . . Send complete information relating to the Dale Carnegie Sales Course.

. . . . Send name and address of Dale Carnegie Sales Course representative nearest me.

name \_\_\_\_\_

company \_\_\_\_\_

address \_\_\_\_\_

city \_\_\_\_\_ state \_\_\_\_\_

# NOW



To help advertisers get better value for their advertising dollars RUBBER WORLD will shortly issue the first of a series of "Reader Research Reports." These reports are based on actual field interviews with men in the rubber industry, in which they tell about their job functions, the materials and equipment they buy, what they need to know to make their decisions, and what they get out of actual advertisements.

These depth interviews are conducted by The Schuyler Hopper Company, an organization well-known for its sales investigation techniques. "Reader Research Reports" spell out, in their own words, the information needs of men in the rubber industry responsible for the selection of materials, equipment, services. In addition to describing their information needs, and how these needs are satisfied, the men interviewed offer constructive comments on advertisements they find helpful (and occasionally toss a brickbat at an advertisement that doesn't fill the bill).

Advertisers to the rubber industry who study and accumulate these bulletins will have a rich source of first-hand material that can help them get more out of the money they invest in their advertising by covering more completely the kinds of information that help their prospects in the rubber industry make the right buying decisions.

RUBBER WORLD's "Reader Research Reports" will be published periodically. There will be no charge to anyone who advertises to the rubber industry, or to agency people. If you will drop us a line we will be happy to put your name, and those of others in your organization who may be interested, on our mailing list to receive them. Or better yet, for faster service and a "look-see" at other informative material that has been extracted from these interviews, call your RUBBER WORLD representative.

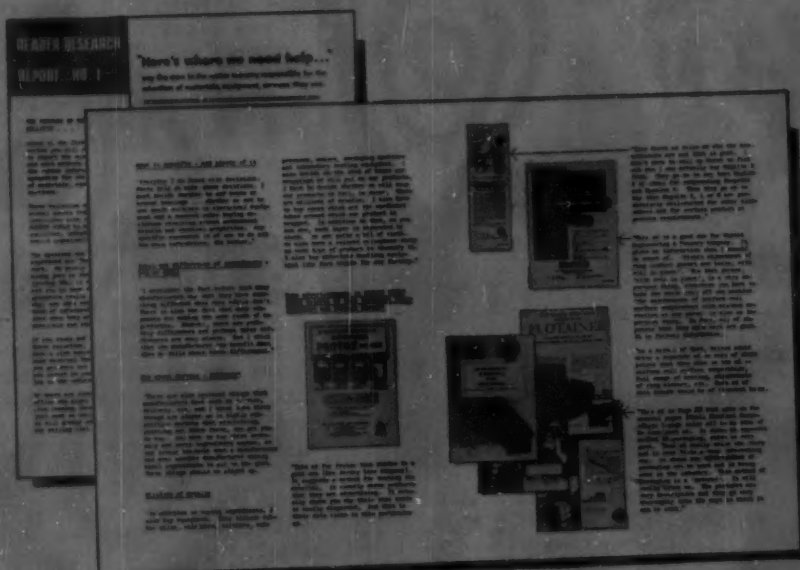
**a Bill Brothers publication**  
386 Fourth Avenue, New York, N. Y.



William T. Bisson, 163 West Exchange Street, Akron 2, Ohio  
Marie Berube, 333 North Michigan Avenue, Chicago 1, Illinois  
Robert A. Ahrensford, 5720 Wilshire Blvd., Los Angeles 36, Cal.

**RUBBER  
WORLD**

# a new service for advertisers to the rubber industry— **RUBBER WORLD "Reader Research Reports"**



*free —*  
"Reader Research  
Reports". Just write  
and ask to have  
your name put on  
the list.

## a different kind of ad-readership research

"Ditch-Digging" research employs a highly specialized type of personal-interview which was developed by The Schuyler Hopper Company 15 years ago and has been continuously refined since then. This unique research service has been used by many leading publications to evaluate and improve editorial content ... to uncover the real buying influences in a market ... to obtain factual information about how companies buy and why ... to evaluate and improve advertising readership.

"Ditch-Digging" research is not a "remembrance rating" system. It digs—and digs deep—for the reasons why advertising is read or not read ... to find out whether or not the advertiser's intended message is getting through to the readers ... shows specifically how advertising can be made more effective. These interviews are conducted by highly skilled investigators who know how to get people to talk about their jobs, their buying habits and product information needs. The field reports help marketers reduce the guesswork that so often hampers advertising effectiveness.

\*Reg. U.S. Pat. Off.—The Schuyler Hopper Company



*This is..*

# Together

The colorful mid-month magazine devoted to family living.



A wheat farmer on his feet firing a tough question at foreign trade experts during the recent "Little UN" meeting in Kansas. Photograph from TOGETHER's picture story, "Diplomats Visit the Kansas Wheat Lands."

The active interest in community life shared by TOGETHER readers stamps them as among the leaders in community, church and civic affairs. Matching this interest with on-the-spot reports of significant events—such as the "Little UN," where farmers, merchants and housewives gather with representatives of foreign nations—TOGETHER occupies a place of special importance in over 900,000 homes each month.

READ BY OVER 900,000 CHURCH FAMILIES

TOGETHER . . . the Midmonth magazine for Methodist families,  
740 Rush Street, Chicago 11

## You Can Still Get Reprints of These Articles

To order, write Readers Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y., enclosing reprint number, quantity desired and remittance.

### "Dividends vs Development"

By Philip Salisbury, Editor and Publisher, SALES MANAGEMENT. This article presents a strong argument for maintaining a high level of selling and promotional activity now to insure the future. Now's the time to lay the groundwork to capitalize on the upswing expected in the 60's. Reprint No. 358 Price: 10¢

### "The Recession is Over!"

By Peter B. B. Andrews, Chairman, SALES MANAGEMENT's Future Sales Ratings Board. A careful analysis of the state of our economy as of mid-summer, and future sales ratings on 114 industries for the third quarter and the next 12 months. Reprint No. 357 Price: 10¢

### "New Concepts in Setting Sales Quotas and Potentials"

By Dr. Jay M. Gould, Research Director, SALES MANAGEMENT's Survey of Buying Power. Through special assemblies and analyses which can now be provided through IBM cards carrying Survey data, manufacturers can obtain data which will enable them to do more exact forecasting and planning. Article summarizes typical problems and solutions. Reprint No. 359 Price: 35¢

### "Sales Projections to 1961-63 of 734 Public Corporations"

A special study made for SALES MANAGEMENT by The Value Line Investment Survey. Informed "guessimates" of how a large group of big-name firms will be faring several years hence. Reprint No. 362 Price: 50¢

### "Private Brands Gain Strength in Food, Hard and Soft Lines"

A staff report directed by Lawrence M. Hughes and George P. Nicholas. The picture varies from industry to industry. This article reports on present policies of many big food chains, department and variety stores, touches on tires, gasoline, liquor, drugs. An unvarnished analysis of the kind of competition national brands face today, and will be facing tomorrow. Reprint No. 361 Price: \$1.00

SALES MANAGEMENT

# The four new friends



## of "One Pound" Macgregor

**CASE HISTORY:** *These four London hotel staffers had never met anyone quite like Mr. K. M. Macgregor. His generosity caused him to be nicknamed "One Pound." Little did they know that not too long before, back in the States, K. M. had been known as "Thin Dime" Macgregor. That is, before he became the hottest salesman in his company. What brought about this change? A Pan American Travel-Incentive Campaign. For up until this campaign, "One Pound" had been satisfied with just making a living. With the introduction of travel incentive by his sales supervisor, though, Macgregor's sales zoomed, his income doubled and his company enjoyed the best year in its history.*

Ask yourself if *your* company's incentives are keeping pace with your need to move more goods. Are you getting the full use of all the know-how your sales force possesses? Most sales executives feel that they've not. Here's one answer that has proved successful: A Pan American Travel-Incentive Campaign!

You can send your prize winners nearly anywhere in the world—or around it—via Pan American, at surprisingly low cost. (Soon they'll be able to travel by Jet Clipper\*!) And the extra profits brought in by your winners can pay for the prize many times over!

Pan American can arrange to have experienced experts in the planning of incentive programs help you with all the details of your campaign. They'll help you plan a program that will secure all your objectives at the lowest possible cost to you. Your final low-package rate includes supervision of every detail of operation—even tips, insurance and extras like golf and fishing.

This can be the emotional starter your sales force needs—and a real morale-builder as well. Get full information now—find out how successful this idea has been with other firms.

**Just published!** *How to Plan an Incentive Travel Program*, has all the facts. Get your free copy—write Henry Beardsley, Pan American, Box 1790, New York 17, N. Y.

\*Trade-Mark, Reg. U. S. Pat. Off.

# PAN AMERICAN

WORLD'S MOST EXPERIENCED AIRLINE

SEPTEMBER 19, 1958



# Decision-Makers Think "Profits" Under New Setup at Pillsbury

Based on an interview with

**PAUL S. GEROT**

President  
Pillsbury Co.

"More people to make more decisions nearer the scene of action."

That was the philosophy behind a broad program to divisionalize and decentralize operations at the Pillsbury Co.

Net results of that program:

... A cost-conscious organization, as business graphs began to turn downward in the "recession," because thinking in terms of profit and revenue had been constantly emphasized to the decision-making people at Pillsbury.

... A sales-conscious organization geared to go out and get new business as graphs begin to turn up again, because an essential part of that program was the development and upgrading of the sales force.

Reorganization at Pillsbury was no sudden thing. Major moves to break the operations down to three autonomous divisions under the overall corporate structure started in 1956 with the naming of three vice presidents to head those divisions. The program was under way and cutting operating costs when clouds began to gather on the business horizon, and formed the foundation for further decentralization this summer.

The top echelon at Pillsbury had the growing feeling, as the company built to a personnel of some 7,500, that there was a danger key people were losing the feel of the business... they weren't close enough to the day-to-day operations of the company.

"Centralization has the danger of restricting decision-making to too few people," said Paul S. Gerot, Pillsbury president.

"The danger increases with diversified marketing interests."

Pillsbury covers a wide field of sales, from the housewife doing her shopping, to the agricultural division concerned with formula feeds, to the overseas sales offices.

First major step in the decentralization was to give each of the three executive vice presidents autonomy in a specific business area. Each division handles its own production, procurement, marketing and accounting.

The three areas are the industrial field, including bakery flours, mixes, hotel and restaurant mixes and the overseas division (Pillsbury is the world's largest exporter of flour); consumer area, (big revenue earner) covering flours for family use sold through grocers, mixes, refrigerated

products and such things as cinnamon rolls, caramel nut rolls, biscuits and cookies; the agricultural area including formula feeds for livestock and poultry, grain merchandising and feed ingredients merchandising.

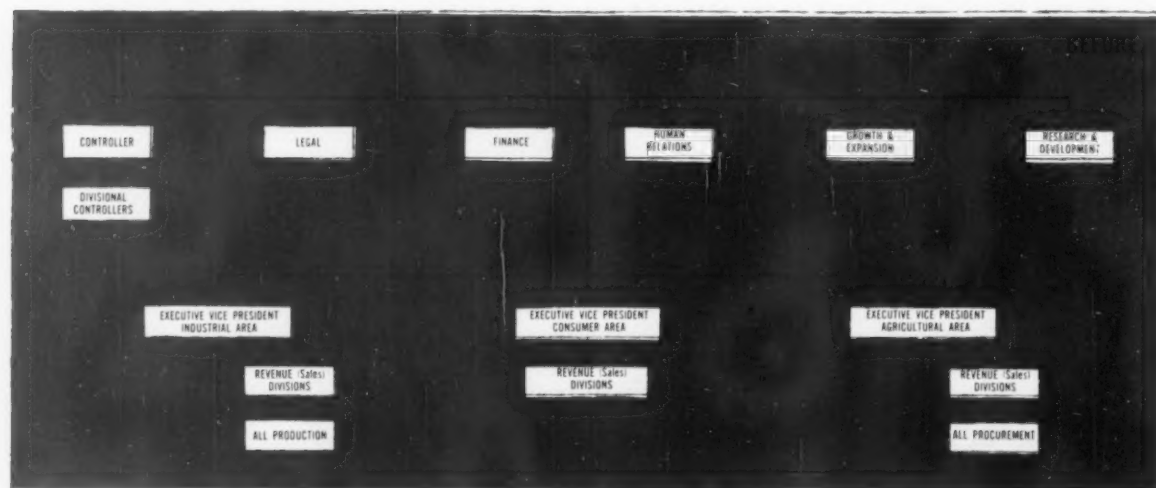
An accounting and control section was provided for each of the three areas, and this became even more important as cost reduction became essential.

"With authority and responsibility being delegated more and more," Gerot told department heads, "it is essential that all management people have a clearly written accountability statement."

General staff function places the emphasis on policy making. These general staff offices include controller, general counsel, finance, human (employee) relations, growth and expansion, research and development and the organization department.

With the autonomous divisions taking shape, Gerot saw the immediate problem to be putting the staff into dynamic relationship with the divisions. He saw the need of capable officers to represent the staff in production, growth and development, procurement and human relations.

## BEFORE: Divisions Interdependent, Centralized





## To the Top Through Sales

Paul S. Gerot was a salesman when he joined the Pillsbury Co. and today, 32 years later, he still considers himself basically a salesman, while president of the company.

While he insists on sound thinking at the policy level (Pillsbury was a year ahead of most large companies in cost reduction when the recession took hold) and progressive planning is built in at Pillsbury, he says sales pace a company's expansion.

Gerot was a year out of college when he joined the Pillsbury sales force in St. Louis. In four years he was manager of the St. Louis branch and on his way.

He continued up the sales ladder and in 1944 arrived at Pillsbury's Minneapolis executive offices as assistant to the vice president in charge of sales and advertising. He soon was running all sales. Later he became a vice president, director, and in 1951 executive vice president. He was elected president in June, 1952.

Led by Gerot, Pillsbury the flour miller has emerged as Pillsbury the food processor, during the last decade. With his policies of divisionalization and decentralization gathering momentum, energetic Paul Gerot has poised the company for even more dramatic growth and expansion, covering an even wider range of products for the American consumer.

Gerot was satisfied the company had been sufficiently aggressive, particularly in recent years, in the development of personnel. He saw in the breakdown into three "companies" under the overall corporate structure the opportunity to more fully utilize that manpower and get a big dividend through restoration of the small business concept.

Sales produced an example of what could be done.

Sales was acutely aware that the fight for the sales dollar was becoming more and more intense. There was a growing tendency on the part of competition to concentrate crack

sales teams in an area where Pillsbury had been enjoying good sales revenue and put on a big push. Up against that sort of competition, the normal Pillsbury sales setup had been hard pushed just to hold its ground. The answer in the past had been to move top Pillsbury salesmen from other areas to beef up the Pillsbury sales organization in the area under attack.

The new Pillsbury answer was closer integration between the field selling organization and headquarters, a general strengthening and upgrading of the entire Pillsbury sales force.

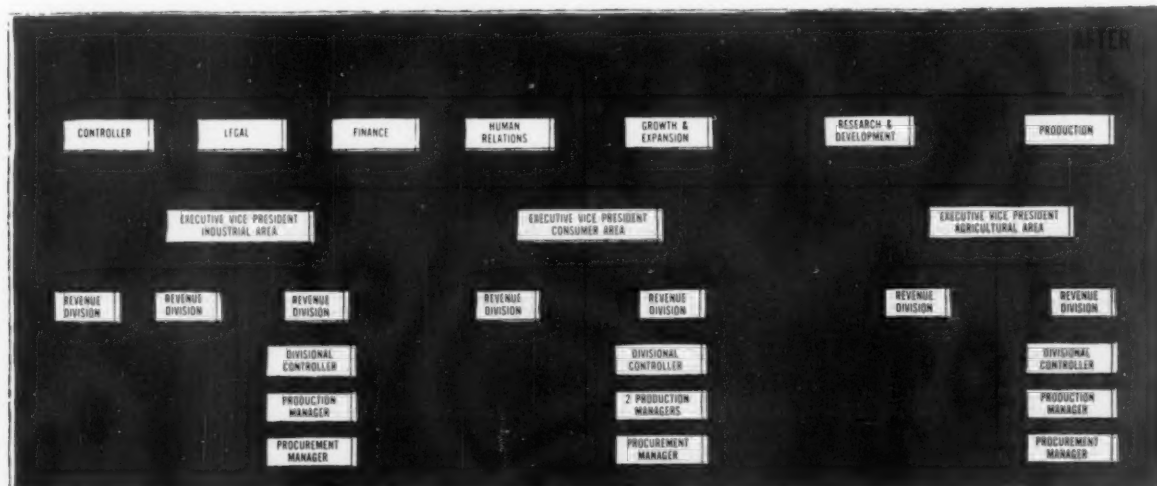
Sales managers were given more

authority. Instead of going up and down the corporate structure, for example, a sales manager in one of the three individual "companies" contacts procurement in his division, says the market is right for increased sale of such and such a product, asks what the picture is for procurement.

It works the other way, too. Procurement calls sales within the business area, says the price is right for a given product, inquires whether there is possibility of a sales push in that field.

Then, within sales, there was a general stepping up of training. There was initiation of such things as

## AFTER: Separately Autonomous, Closer Control





# DEPENDABLE STORAGE

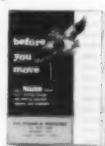
safe and  
sound



## "Allied stored everything for us."

Safe storage is one of your Allied Mover's most important services! Your household goods are packed and stored securely . . . always ready when you want them. If you want to store extra furniture when you move, let Allied do the whole job!

**FREE BOOKLET**—Ask your Allied Mover for your copy of "Before You Move"—a booklet filled with tips on trouble-free moving. Look for his name in the Yellow Pages under "Movers."



## CALL YOUR ALLIED MOVER



ALLIED VAN LINES, INC. • WORLD'S LARGEST LONG-DISTANCE MOVERS

"clubs" for salesmen who had achieved outstanding volume and gave promise of greater things to come. These outstanding salesmen were brought into the home office to take advantage of courses, conferences on sales opportunities and development of new techniques.

Pillsbury is confident the upgrading of its sales force is resulting in an organization able to cope with competition of any caliber, without resorting to shifting of outstanding sales personnel. Big volume accounts of Pillsbury will remain the responsibility of salesmen assigned on a geographical basis.

While the importance of sales increases in the reorganization program, Gerot is confident sales is getting more vigorous support from the departments serving sales.

Another key facet of the reorganization plan—making the Pillsbury organization "profit-conscious" down the line, was taking shape while the sales organization was being strengthened.

## Push for Profits

It was Gerot's idea that all decision-making people at Pillsbury should emphasize their thinking in terms of profit and revenue. Increased sales, he figured, could be geared to cost-reducing lines to produce an additional \$10 millions in revenue.

One of the developments was the initiation of the 10-M (for million) program through which cost-cutting ideas are put into writing, channeled to the proper department head and put into action.

Money-saving ideas came from all levels of personnel and included concrete suggestions for increasing productivity.

The potential savings ran several million dollars.

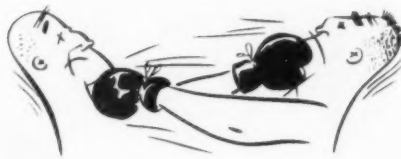
So impressed was the company that Gerot and Philip W. Pillsbury, board chairman, commented in a letter prefacing the company's recent annual report that several factors contributed to increased earnings.

They included plant efficiencies, systems and procedures work, development of faster, more accurate and more complete financial information, better control of commercial expenses, effective capital expenditures, creative profit drives by management people.

But sales kept up its end—volume shown in the report is \$350,610,438 in the fiscal year ended May 31, compared with \$331,362,898. Net earnings increased to \$5,641,700, after taxes, from \$4,006,751 the previous 12 months. ♦

SALES MANAGEMENT

# Beware of "hard-hitting" selling in this buyers' market



Remember Newton's law: "Every action has its equal and opposite reaction."

Sales executives who are stampeded into a "sell-'em-or-else" attitude may soon find their business hit just as hard as their salesmen are hitting the trade.

By "hard-hitting" selling, these sales executives mean sending their men out in a frame of mind that borders on the pugnacious...training them to put their heads down and slug their way in where they couldn't get in before; to double up on their entertaining; to talk louder and longer wherever they go.

Such tactics can bring in orders. But consider the high cost of high-pressure selling! Are customers who have been overwhelmed really sold?

Brains will win this competitive "slug-fest" - not brawn.

This brand new era that's dawning upon the American distribution system will be dominated, field by field, by those who look before they leap into the fray;

...by those who pause to study the conditions to be met in the field;

...by those who guide their sales-

men into the most profitable areas, direct them to the most likely prospects, arm them with the kind of information that enables them to sell by helping people buy;

... by those who add to well-planned selling strategy the power of "Ditch-Digging" Advertising - the kind of advertising that does so much of the telling in selling that the salesmen can use more of their costly time for closing sales.

Sound like work?

Sure! So's running a sales department. But put a "Ditch-Digging" Advertising crew on the job, give them a reasonable amount of help on customer and prospect analysis, and they'll multiply the effectiveness of your salesmen in ways that will help them cope with this buyers' market.

This "Ditch-Digging" agency specializes in serving sales executives whose product is sold to or through other business firms. We are equipped to work with you to reduce the guesswork; improve the effectiveness of your advertising and sales promotion.

## THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. • LEExington 2-3135

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY

# Testimonial Ads Win New Favor

On these pages are three current testimonial ads. American Express capitalizes on the "big name," in this case, Bob Hope. Kem uses exclusively the unsolicited testimonial, which is often hand written. Otarion, too, uses the traditional "big name," but it does not pay for its testimonials. Both Kem and Otarion are old hands at the use of the testimonial ad; American Express is new at it. All three claim that their campaigns are paying off in sales.

## American Express

What could be more logical than an advertising campaign built around stage, screen and television stars — actual users of American Express Travelers Cheques, and their personal endorsements?

Prudence dictates that such celebrities, who are easily recognized, should carry relatively small amounts of cash with them. Their profession requires travel, often far from home base. They are, understandably, adherents of the current "carry-little-cash" vogue which has done so much to popularize credit card systems. And when they need currency, many of them solve that problem through American Express Travelers Cheques.

An advertising campaign based on such thinking was introduced by American Express March 10. It calls for two-color insertions—full and 1/3 pages—each featuring a celebrity (or a team), in *The New Yorker*, *Newsweek*, *Time*, *Sports Illustrated*, the overseas edition of the *Reader's Digest*; and in independent Sunday supplements in ten major cities. The schedule is staggered and will continue throughout 1958, with the celebrities featured in different media at different times. Benton & Bowles, Inc., is the agency, with John Morris, B&B vice-president, supervising the campaign and Bob Tompkins as account executive.

"It's still early in the campaign to appraise results," according to James A. Henderson, Vice-President in Charge of Travelers Cheques at American Express, "but our play-back from banks has been highly enthusiastic, since the campaign is recognized as a traffic-builder. We find that banks are becoming more and more inclined to accept and want point-of-sale material, and this campaign includes it and gives something the public likes. And recession or not, we're selling more Travelers Cheques

"I never carry more than \$50 in cash,"

**says BOB HOPE**  
star of "PARIS HOLIDAY"  
in Technirama Technicolor,  
a United Artists' Release.



*"When I travel, I always carry my money in American Express Travelers Cheques."*

Spendable anywhere, good until used, prompt refund if lost or stolen. Buy them at your BANK, at Railway Express and Western Union offices. Charges, only a penny a dollar.



## AMERICAN EXPRESS TRAVELERS CHEQUES

NEVER CARRY MORE CASH THAN YOU CAN AFFORD TO LOSE

**BOB HOPE MONTH:** This month he is featured in all American Express testimonial ads running in 10 independent Sunday supplements and in magazines.

than ever. This is truly a 'much-talked-about campaign.'

"Careful planning went into the campaign," reports Tompkins, who visited the West Coast to round up, and make arrangements with, the endorsers. "We chose the celebrities carefully, making sure that they actually do use American Express Cheques. They are all well-known and respected, as well as glamorous. So far, we have planned copy around Gilbert Roland, Robert Taylor, Bob Hope, Dorothy Malone, Patrice Munsel, David Niven, Dick Powell, Ida Lupino and Howard Duff (a

team), and George Burns and Gracie Allen (a team)."

Copy, chiefly in the form of direct quotations, is simple, believable. Examples: "We never carry more than \$50 in cash," by George Burns and Gracie Allen, and "I never carry more than \$20 in cash," by Dorothy Malone. Each advertisement shows, below the main photograph, an illustration of the company's cheques, in their natural purple color. The company's name also appears in large, block letters, in the same shade, sometimes called "American Express purple-Blue." This is in addition to the

SALES MANAGEMENT





"Although the cards are high in price for the initial outlay, they are most economical in the long run, and when the time comes that I can again lay out \$7.50, I shall most assuredly get myself another set of Kem cards."

Other letters give statistics—number of games played, years cards have been in use. Examples: "With these two packs a total of over 2,900 games . . ." "We play bridge several times a week, always 8 to 10 rubbers. My old decks are in perfect condition, but after 17 years I am tired of looking at the design, so I broke down and bought two new decks . . ." "From last June to March of this year we calculated the number of rubbers we had used them (Kem cards), and to our amazement we found the figure was well over 1200 . . ."

"The factual observations that appear repeatedly in customers' letters are used in our advertising copy," says Mrs. Coté. "For example, in the block of copy introducing our current catalog page, every product characteristic listed has appeared not once, but many times, in letters we received."

Reading the large volume of letters from Kem users helps management to visualize the firm's market, according to Mrs. Coté. "We feel we know our users personally," she explains. "This helps us not only in planning our sales promotion material, but also in choosing patterns for the backs of the cards. We know, too, from our correspondents, that the majority are in the middle income brackets."

Bulletins sent to sales representatives are sometimes enlivened by quotations from testimonials, or even reproductions of entire letters. And, on occasion, instances of exceptionally good service from Kem cards, whether received by letter or otherwise, are passed on to the salesmen from whose territories they emanate. Testimonial letters from overseas military personnel have also been used in sales appeals to Post and Navy Exchanges on foreign bases.

## Otarion

"The Listener," which the makers call "the original eyeglass hearing aid," is one of those personal products which prospects are most likely to buy upon the recommendation of friends or highly respected "potential friends." Upon this premise, the Otarion Listener Corp., of Ossining, N. Y., has built a successful advertising campaign, now in its fifth year.

"Listener" advertisements feature the endorsements of such prominent persons as Mrs. Eleanor Roosevelt,



(Retired); Lt. Gen. J. H. (Jimmie) Doolittle; T. C. Montague, chairman of the board, The Borden Co.; and Dr. Lee de Forest, scientist and inventor. Also used are testimonials of lesser mortals, with whom the average person may identify himself, such as a taxi driver and an 11-year-old schoolboy.

Media used are: *Reader's Digest*, *Coronet*, *Life*, *Look*, *The Saturday Evening Post*, *This Week*, the *Metro Group*, *Today's Health*, *National Geographic*, *Presbyterian Life* and other religious magazines; and newspapers. J. M. Mathes, Inc., is the advertising agency.

The adoption of testimonial advertising by Otarion was not a trial balloon, but was based upon logical thinking. Here's the story. Shortly after the development of this new type of hearing aid by the inventor, Leland Rosemond, president of the firm, an article about it appeared on the front page of *The Wall Street Journal*. Orders for it came pouring in from persons willing to buy "sight unseen." But there soon followed a flood of inquiries from another segment of the hard-of-hearing public, those who said, "Sounds wonderful—but it's too good to be true." This induced Rosemond and the other members of the firm to adopt testimonials, especially since so many were coming in from grateful users of the product.

Otarion has never paid for any of its testimonials, all of which are said to have been given voluntarily. The company first learned that Mrs. Roosevelt used and liked the product when she praised it in her syndicated column, "My Day." This prompted the request that she share her experience with others through reproduction of her endorsement in advertisements. One, which appeared in *Look*, was made into a folder. It has Mrs. Roosevelt's portrait on the cover with the quotation, "It has revolutionized my ability to hear," and in addition to advertising copy relates her experience with the "Listener," her reference to it in her column, and her subsequent endorsement of it in the advertisements.

In addition to the company's advertising campaign in national media, local distributors are encouraged to adopt testimonials for their own advertising, featuring local people. For example, an Ohio distributor's advertisements feature endorsements by leading citizens in his area. In Nebraska, a distributor uses the testimonial of a prominent local family, three members of which — father, mother and daughter — all wear "Listeners." (A "plus" benefit of the firm's own national campaign is that it attracts high-calibre distributors, management claims.)

A switch, proving that Otarion's president can give as well as accept endorsements, is seen in the four-page folder which the *Reader's Digest* prepared from the theme of the company's use of that medium. On the front cover is a portrait of inventor-president Rosemond with a quotation lifted from a statement by him on the third page of the folder. Praising the effectiveness of the *Digest*, it explains reasons for its choice and the good results obtained from it . . . "results and coupon returns exceeded our expectations . . . when you consider that not more than 5% or 6% of the people are prospects for hearing aids the readership is truly phenomenal . . ." On the second cover, facing the Rosemond endorsement, is the Otarion advertisement which appeared originally in the *Digest*, the one with Mrs. Roosevelt's statement and portrait. The fourth cover is devoted entirely to advertising copy on the *Digest*. Though prepared by and for that publication, this folder has also been used as a promotion piece by Otarion.

Like other serious users of testimonials, Otarion merchandises its advertisements. Some are mounted for use as counter and window display pieces. They are also used as mailing pieces and incorporated into such literature for the firm's own use and for distributors.

In the opinion of Leland Rosemond, testimonial advertising is well suited to winning public acceptance for the still new concept of "hearing through eyeglasses." All copy in the series has been characterized by dignity and believability. The word "deaf" has never appeared in the text, since the company believes "the accent should be on the positive, rather than on the negative." This four-year-old approach will be continued, according to Rosemond, who recognizes that, "It is human nature to be influenced by the brand preferences — the selective judgment — of American leaders whose achievements are widely known and deeply respected." ♦

# A CITY LARGER THAN MINNEAPOLIS IS HIDDEN INSIDE LOS ANGELES

319,422 families—hidden from  
your newspaper advertising  
if it's not in The Mirror News



## WHO LIVES IN HIDDEN CITY?

Children live in Hidden City—422,000 last time we counted. And they have lots more brothers and sisters than children whose parents read other Los Angeles metropolitan weekday newspapers. Four out of five of their fathers are earning \$4,000 or more in the well-paying occupations. More than half of their mothers are 39 or under. Takes a lot to fill 422,000 hungry little mouths—but Hidden City families are doing nicely, thank you. With \$1½-billion to spend, there's plenty left for clothes, cars, appliances...or anything else you advertise in the Mirror News.



If your newspaper schedule reaches 100% of the families in any of these major cities:

Baltimore Boston  
Cleveland Dallas  
San Francisco

you're still covering  
a market smaller  
than the Hidden City  
of The Mirror News.

Circulation: 319,422

### LOS ANGELES EVENING MIRROR NEWS

Represented by O'Mara & Ormsbee,  
New York, Chicago, Detroit,  
San Francisco

4 OUT OF 5 HIDDEN CITY FAMILIES READ NO OTHER WEEKDAY METROPOLITAN PAPER



Sell like '60 in 1959!

**The \$40 billion light construction market  
is actually three markets in one . . .**

# reach ALL of it!

Do you know that new residential construction in any average year accounts for only 40% of the total light construction market? Another 40% is generally remodeling and repair. 20% is non-residential construction. As a rule, the typical builder is active in all three . . . and, most important, it is the builder who selects the "type" and "make" of product going into his jobs. Unless your sales message reaches the largest possible audience of builder-buyers, you are falling short of the target. For this reason smart advertisers are choosing **PRACTICAL BUILDER** in 1959—it reaches the most builders, most effectively—and at the lowest cost. These are the media measurements that count!

**PRACTICAL BUILDER  
PROVIDES HONEST  
INDUSTRY LEADERSHIP**





*Reach the whole market and you'll  
Sell like '60 in 1959!*

PRACTICAL BUILDER is edited to serve the whole light construction market, and edited exclusively for builders.

Its new industry-wide campaign, "Smart people build or buy BEFORE a boom!" is being used by builders, dealers, manufacturers—by building professionals everywhere. It is stimulating more home sales all over the nation . . . NOW!\*

This campaign is another outstanding example of the real help, the progressive leadership, that PRACTICAL BUILDER provides to the building industry.

And it is this leadership which attracts more readers, and has made PRACTICAL BUILDER the preferred magazine among builders throughout the country. This dynamic force at work for you in '59 . . . will make sales!

\*You, too, can benefit from this business-building theme. Ask your PRACTICAL BUILDER representative for market data, promotional materials and details.

# Practical Builder

The only magazine edited exclusively for builders • 5 South Wabash Avenue, Chicago 3, Illinois  
Offices in New York, Cleveland, Miami, San Francisco, Portland, Los Angeles



## THE SCRATCH PAD

By T. Harry Thompson



Vagrant thought on a September morn: Real-estate salesmen, too, would like to be sure of one good "deed" a day.

American Express struck pay-dirt when it hit on the series-head: "I never carry more than \$50 in cash."

Seagram's Golden Gin tells "How to win respect from an onion." And further: "Next time you make a martini, use Seagram's gin, with maybe a little vermouth for laughs."

Belated thanks to Hal Speckman, president of McCandlish Litho, for the mid-year calendar featuring the fine marine painting by J. J. Enwright.

Slogan for a dancing-academy: "Astaire way to popularity."

Theme-song for the outstanding (heh, heh!) Brigitte Bardot: "I'll get by as long as I have youth."

Mr. Ford, I'll wager, takes a dim view of Mr. Webster's definition of a thunderbird: "An Australian thick-head."

"For the first time in your life, feel really clean," carols Zest. Well, I'll be a dirty bird!

They say Elfrida's \$220,500 shrank to \$50,000 after taxes. Where does taxation stop and larceny begin?

Unfortunately, "The Muddle East" is no typographical error.

The column thanks Max Twentier, marketing manager of Chicago's Franklin C. Hollister Co., for sending the complete text of the Cadillac perennial, "The Penalty of Leadership."

Old-timer: One who can remember when fairly expensive purchases were put into boxes instead of paper-and-string.

The good drivers have to compensate for the inanities and insanities of the bad drivers.

An item in *Business Week* saying that Fruehauf Trailer, Detroit, has joined Clyde Industries, Sydney, to form Fruehauf Trailers (Australasia) moved Al McCrea, national trade-mark manager of Reuben Donnelly, to say he considered it a nice, euphonious name. I agree, Al.

Did Cheerios begin life as Cheerioats? I can't remember.

"Now you can dictate more ef-

fective letters!" postcards Orville Reed, Howell, Mich., promoting his "Better Letters Exchange," which sounds good from here.

My nomination for the yackiest program is *The Price Is Right*.

"Come see. Come save," says Ford locally. Recalls a line I gave Douglas Shoes: "Come peer. Compare."

On a shelf in the new and beautiful Acme supermarket on the Bethlehem Pike at Flourtown, Pa., I found these exotic items in tins: Chocolate-covered ants, chocolate-covered grasshoppers, roasted caterpillars, and silkworms from Japan, probably sautéed (the label didn't say). All of a sudden I wasn't hungry.

Parting thought: Sleep is like Vitamin C. The body can't store it. Let's don't forget our daily dose.

## Where Do Ideas Come From?

Some will contend that *brainstorming* is a productive source of workable ideas.

Nor am I disposed to dispute it, although most of the conferences I have attended over the years merely generated hot air . . . and a chance to show off.

There is, however, above and beyond brainstorming, a source of ideas that rarely fails, provided there is some creative power behind your rheostat.

It is just too easy to name that source as the subconscious, yet that is where *one* worker in the vineyard looks for ideas. Me!

Process: You read all you can about the subject, doing special research and maybe taking a trip to the library. You think all around it, alone or in the stimulating company of your cronies.

You reach a point where nothing hatches, and you bestow this regal title on yourself: *Baron of Ideas*. This is the critical state in all creative work.

Have the courage to set the problem aside. Mix a couple of martinis. Swing at a golf-ball or two. Put a record on the turntable. Do *anything* but think.

Then your subconscious takes over. I'll be surprised if a workable idea doesn't come winging its way to you . . . in bed, in the shower, or on your way to the office.

But remember that priceless gimmick: Stop thinking when all seems lost.

# RUGGED!



**Left:** 399EZ—Filmovara "Zoom" lens, "Cold Glass" heat filter, single frame advance, many other exclusive features. Most versatile of all projectors. **Center:** 399—Reverses for review, shows still pictures, offers brilliant picture and sound. The world's most widely used sound projector. **Right:** 398—The finest performance at the lowest cost quality allows. Magnificent new *pan-harmonic* high fidelity sound.


## FILMOSOUND SPECIALISTS

the 16mm sound projectors that never quit running!

The family of Bell & Howell Filmosound Specialists—most widely used and certainly most *dependable* of sound projectors. They never quit running! Chief reasons: film handling parts are *sapphire jeweled* for 400% longer life. And with factory-sealed lubrication, moving parts are continually and automatically oiled from *within*.

The Specialist lasts . . . and lasts. Maintenance cost is negligible. And because the Specialist *maintains* its top condition, trade-in value stays unusually high.

With a choice of 3 models and different combinations of features, there's a Specialist perfect for your requirements. If cost is a factor, you can buy only features you definitely need. Rugged . . . versatile . . . tailored to your needs. That's why more Bell & Howell Filmosounds are in use than all other sound projectors *combined*!

 **Bell & Howell**  
FINER PRODUCTS THROUGH IMAGINATION

SEPTEMBER 19, 1958

**FREE BOOKLET** "Teaching and Training with Motion Pictures." Valuable tips for schools, churches and industry.

**CLIP OUT—SEND NOW**

Bell & Howell  
Audio-Visual Education  
Department 8878  
7190 McCormick Road  
Chicago 45, Illinois

Gentlemen: Please send me your free booklet: "Teaching and Training with Motion Pictures."

Name .....

Address .....

City ..... Zone ..... State .....

Organization .....

# Who cares what happens to METALS?



Don Nulk, Senior Materials Engineer, Tapco Group,  
Thompson Products, Inc., for example.

One of his many responsibilities is jet engine blades. He heads up the metals engineering team that deals constantly with the ever-changing factors of design, metalworking and research dictated by ever-increased performance and load demands.

Knowing *how* and *why* metals behave makes it mandatory today that only experts solve these complex metals engineering decisions: What metal or alloy should be specified? Should it be a forging, casting, extrusion or powdered metal part? What machining, heat treating, testing and quality control procedures are needed?

Don is one of 30,000 metals engineers who care what happens to metals—in production, processing and application.

They are kept up to date and stimulated by *Metal Progress*, brilliantly edited and the only magazine that concentrates solely on the engineering aspects of metals.



Donald E. Nulk,  
Senior Materials  
Engineer, Tapco  
Group, Thompson  
Products, Inc.,  
is responsible for  
metals and other  
materials engineer-  
ing and experimental  
production.



Marjorie R. Hyslop  
Managing Editor



**Fabricability** is one of the big questions after a new alloy has been forged. Can it be shaped as desired without altering its grain structure and thereby weakening it? Don Nulk and his metals engineering team must supply the answer. Design depends on it.

*Engineers who care  
what happens to metals  
read...*

# Metal Progress

*Published by The American Society for Metals  
7301 Euclid Avenue • Cleveland 3, Ohio*

*Write for a METALS ENGINEERING FACTOR ANALYSIS on your products*



Carl R. Weymueller  
Assistant Editor

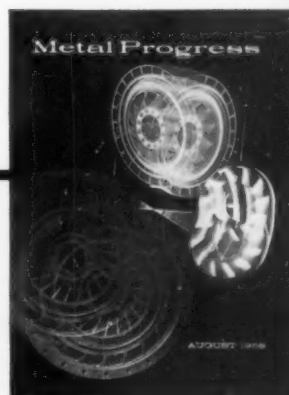


Dr. Allen G. Gray  
Editor



Ernest E. Thum  
Editor-in-Chief

With an unmatched technical knowledge and six years of Eastman research, the editors of **Metal Progress** know what 30,000 metals engineers must read.







### IN CHICAGO, IT TAKES 2...TO FLOAT A BIG PROPOSITION

It takes two daily newspapers in Chicago to accomplish any productive advertising promotion—because no single daily reaches even half your Chicago-area prospects. And for the greatest unduplicated coverage, one daily paper must be the Chicago Sun-Times.

**THE CHICAGO SUN-TIMES...where great things are happening**



### When You Sell One Product to Many Industries

"The task of setting scientific sales quotas," points out Dr. Jay M. Gould, managing director, Market Statistics, Inc., New York City, "is particularly difficult for companies such as Formica Corp., whose product is designed for consumption in consumer, industrial and commercial markets. Each type of demand requires different distribution channels and different techniques of computation. Yet with modern data processing equipment, plus the SALES MANAGEMENT Survey of Buying Power library of IBM cards covering consumer, commercial and industrial markets, this is a job that can be performed quite easily and quickly. Essentially the task involves the following steps.

"a. The national dollar demand for the product in question is estimated. For illustrative purposes, let us assume this figure is \$100 million.

"b. An examination of the company's customer accounts will offer clues as to how this industry total should be apportioned among the various types

of markets. Thus a company might ascertain that the ultimate residential demand for its product was \$25 million, commercial demand, \$40 million, and industrial demand, let us say, \$35 million.

"c. The next job is to find some factor, available for each county, preferably on punch cards, that could be used to distribute each of the above three national aggregates among all counties. Thus, the \$35 million of industrial demand might be allocated according to employment in all furniture plants, the \$40 million of commercial demand allocated according to certain retail sales factors, etc. . . .

"d. In this way for each county, and therefore for all trading areas, total potential can be expressed as the sum of three independently derived components, reflecting the differential weight in the area of the three different types of demand.

"This technique, successfully followed by Formica can be applied by all companies whose distribution channels cut across various types of markets."

## Use Sales Potentials for Control

Do you want to compare actual sales with industry potential? Can you show your salesmen sales strength and weakness on a county-by-county basis? Are your distributors located in best places to serve you? Here are answers.

By JOHN PARKANY

Manager, Marketing Research  
Formica Corp., American Cyanamid Co.

Now we can compare actual Formica Corp. sales with the industry sales potentials in each county.

Formica's 100 distributors sell primarily to "fabricators," or "dealers"; in addition, sales are made to furniture manufacturers and manufacturers of similar products. Fabricators apply the product themselves—in residential, institutional or commercial construction, or fixture manufacturing. Dealers resell the product in sheet form to professional fabricators and "Saturday mechanics," the basement woodworking shop enthusiasts. Fabricators can be large, operating as a substantial plant, or small, working from a truck. Dealers include floor covering stores, lumber yards, department stores, and a wide assortment of other outlets.

But our problem doesn't end there. To compound it further, we find a myriad application of our products. Laminated plastic is used in residences, both those under construction

and those being remodeled; in a variety of non-residential applications in hotels, banks, schools, restaurants; and in diverse ways by the dedicated home woodworking shop "operators."

Clearly, the task of establishing objective sales potentials by geographical unit is difficult, under such circumstances. There is no single criterion through which to measure the relative importance of each geographical unit in our sales.

The extent of the sales effort to be spent, and the volume of sales to be gained in each geographical unit, is fundamental information in the objective planning of any sales program. Due to the nature of the product and the ubiquity of its usage, it is obvious that sales respond readily to sales efforts; and by concentrating sales effort in areas of lowest penetration, an over-all improvement in the national sales picture can be expected.

Our interest in obtaining objective standards of "par performance" in

each county and in establishing a system of sales control was not prompted by weak distribution. On the contrary we make good use of our efforts because our distribution is very strong.

We wanted to assure adequate penetration in every part of our market. Our product carries a unique public acceptance and it is backed with a strong distribution as well as consistent national advertising and a comprehensive merchandising program. Given these important attributes, it is still necessary to have a good control system to assure adequate penetration in each part of the country. This is a link which too often is missing in the marketing of many companies.

Our sales potentials were determined in consultation with Market Statistics, Inc., an affiliate of SALES MANAGEMENT. First, the Marketing Research Department of Formica Corp. completed the "End-Use of Decorative Material" survey, which divided the industry's sales among principal end-uses. This pinpointed the importance of each of four principal end-uses in the industry's anticipated next year sales. Then sales were determined for each of the four principal end-uses by county, according to a different criterion which we have established.

We faced the choice of measuring the sales of each county either for Formica only, or for the entire industry. *We decided to measure the importance of each county in the sales*

FOR BETTER PRESENTATIONS



## OPTIVOX LIGHTWEIGHT PORTABLE EASEL

Here's the adaptable easel—29" x 39½" steel board, finished in "rite-on" green—may be used as chalk board, chart board or magnet board; converts from 70" floor use to table model. Completely portable—weighs 17 lbs. Only \$44.95.

Carrying case and lamp fixture extra.



## • PIXMOBILE PROJECTION TABLE

There's space for all your materials on this easy-to-roll table with sponge rubber pad on top shelf. Has 4" swivel wheels (two with brakes) that hold on incline. Several models and heights. 42" table only \$32.95.

Write for Literature and Dealer's Name.  
Some Dealer Territories Still Open Write

**THE ADVANCE FURNACE CO.**  
2310 EAST DOUGLAS WICHITA, KANSAS

8

OUTSTANDING  
FILMS TO HELP  
SALESMEN  
SELL AGAINST  
RESISTANCE

Solid Gold Hours  
Opening the Sale  
Presenting Your Sales Case  
Convincingly  
Overcoming Objections  
Closing the Sale  
How to Sell Quality  
The Power of Enthusiasm in Selling  
The Bettger Story

These 30-minute sound movies are professionally produced. They will highlight any sales meeting, train new salesmen, add interest and impart to dealer meetings. Thousands of companies have used them.

Write for Rental or Purchase Details

**DARTNELL**

HEADQUARTERS  
FOR SALES  
TRAINING FILMS

4660 Ravenswood • Chicago 40, Ill.

of the entire industry because we realized that there will be geographic variations in Formica's share of the industry's sales. It seemed sound to determine each county's share in industry sales, and inform our field sales organization and distributors of the total industry sales potentials for decorative laminates.

The sales potentials by themselves were of substantial value to us without comparison with actual sales. They helped the salesmen to determine how much time and effort to spend in various parts of their territory, showed them the unproductive parts of their territory, and helped in the assignment of sales territories.

When our county sales potentials were initially established, we had no thought of comparing them with actual sales.

Our distributors had kept some records of their sales to their customers. These records varied greatly from one distributor to the next. Here was an opportunity to establish a simple system which would help our distributors to:

1. Keep accurate records of monthly purchases of each customer.
2. Carry concise information on the type of establishment, the number of employees, the names of key officials, how much company-sponsored merchandising equipment went to each customer.
3. Group customers conveniently according to geographic locations.
4. Plan sales calls, and make sales calls more productive by providing both basic and up-to-date information on each customer.
5. Provide a comprehensive up-to-date listing of customers available for use in the event of any new merchandising programs.
6. Compare, on a month-by-month basis, actual sales in each county with the sales potentials of each county.

The advantages of such a system are apparent. It is inexpensive, simple to establish and easy to maintain with a minimum of equipment and manpower.

We designed a Sales Control Card (7⅝" by 4⅝") for our particular requirements. Each side of the card provides space for seven years of purchase records. This card is kept in a 14½" by 9½" binder equipped with 18 steel rings. The binder is designed to show the last line (name and address of customer) of each sales con-

trol card. The binder also has a number of divider sheets which separate all cards by the county in which the customer is located. Each county belonging to one distributor territory has a divider sheet with an index tab, showing the name of the county and its current sales potential in dollars.

We thus have, in a single binder, the up-to-date sales record of each customer, grouped by counties. The final Sales Control Card in each county is marked Total County Sales. This carries a running record of monthly sales totals by county. It shows at a glance Formica's current penetration, against the industry's sales potential in any county.

## Achievement by Counties

In addition, we also provided a form for Monthly Distributor Sales Achievement by Counties. This sheet records sales penetration in all parts of the territory. It shows immediately where our sales performance slackens and where improvements are taking place. We recommend that this sheet be kept separately for each individual distributor salesman who has a primary responsibility for the territory.

Any sales manager will readily appreciate the several advantages of this system. Its mechanics are simple. Once the records have been established, a clerical employee can post the monthly sales records of 500 customers, in three or four hours.

The reaction of our distributors and district sales offices was very favorable. Salesmen liked to be shown the variations in our sales penetration in the counties they covered; sales supervisors used the information for reassignment of territories; top management decisions were made on the need for new outlets carrying stock. Sales calls were more meaningful than previously, and sales supervisors could make a penetrating analysis of Formica Corporation's position in each county for which they were responsible.

Specifically, this system made possible: improved scheduling of sales calls; better apportionment of time spent in various areas of the territory; closer attention to sales fluctuations of individual accounts; more systematic provision of accounts with merchandising equipment; up-to-date information when making sales calls. Further, it has provided a basis for assisting salesmen in the planning of sales calls by sales supervisors; a basis for reassignment of salesmen's territories; a way to identify areas where there is a need for the development of additional outlets. ♦

SALES MANAGEMENT

## "This is the size we use for the Growing Greensboro Market!"



You can spread your sales message far and wide in the growing Greensboro market. Over 1,000,000 people live within a 50 mile radius. The ABC Retail Trading Area has 1/6 of North Carolina's families, 1/5 of North Carolina's total retail sales, and 1/5 of North Carolina's gain in retail sales (1957 over 1948). Sales come easier in the growing Greensboro Metropolitan Market, now 15th in the South in total retail sales. Get real coverage in the Greensboro News and Record. Over 100,000 circulation daily; over 400,000 readers daily.

*Only medium with dominant coverage in the Growing Greensboro Market and with selling influence in over half of North Carolina!*

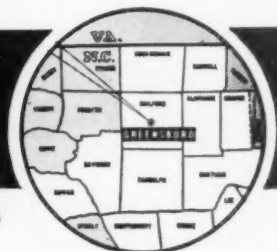
Write today for your free 1958 Major Markets Analysis Brochure of all 280 Major Markets.

Sales Management Figures

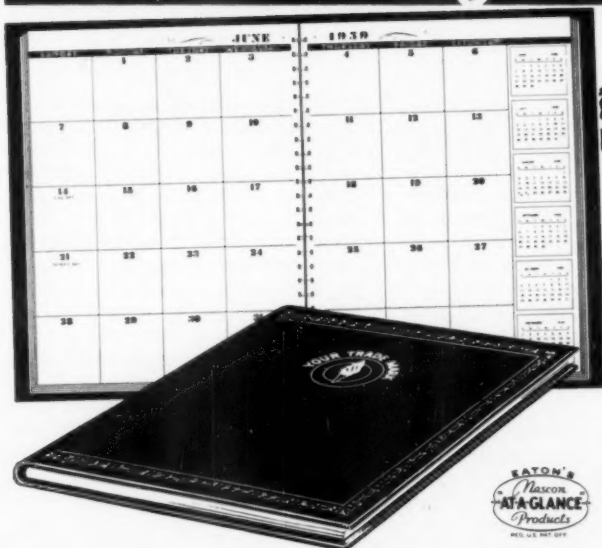
### Greensboro News and Record

**GREENSBORO, NORTH CAROLINA**

Represented by Jann & Kelley, Inc.



## Never out of Sight or Mind!



Your customers will always remember you when they place their orders if you put one of these handsome Nascon Month-At-A-Glance books on their desks.

With your trademark beautifully reproduced on the cover, and special pages containing your sales messages bound into the book, your customers will think of you with favor every day throughout the year.

The Nascon Month-At-A-Glance books are invaluable to business men. Wire-O bound for flat opening and writing, they provide for a full month at a glance of memos of conferences, meetings, appointments, business trips, deadlines and other important reminders.

Nascon Month-At-A-Glance books can promote your business every day. Without obligation, send for details and Nascon illustrated catalog today!

**Specialty Division NASCON PRODUCTS**  
(Manufactured by Eaton Paper Corp.)

DEPT. 1A, 475 FIFTH AVE., NEW YORK 17, N. Y.





THIS IS THE SKIMMER: Ads pulled 2,005 direct inquiries—without benefit of coupon.

## A High-Flown Ad Campaign Broke the Rules—and Sold!

The company, admittedly small, is sold out. Even the non-flying copywriter has become an air enthusiast. And, just to make everything perfect, investors attracted by the ad are helping to finance building of a new aircraft plant.

Advertising has many success stories to tell. When it can tell one that flowered during a recession, the copy's exciting fare on which to dine.

And St. Georges & Keyes, Inc., New York agency, is bursting with pride over precisely such a tale. It revolves around, of all things, an amphibian plane!

The company landed the account of Amphibious Aircraft, Inc., a small manufacturer of Teterboro, N. J., with a small, four-place sea plane, designed for the sportsman or businessman. And the small-space campaign that the agency built for its new account not only reaped a harvest of orders; it disobeyed practically every tenet of advertising!

To begin, the copy was written by St. Georges & Keyes' Dan MacMillan. And MacMillan was the first off-beat element of the campaign. One of the cardinal rules of advertising is that the copywriter *know* the product about which he's producing copy. But

MacMillan had never laid eyes on the Skimmer IV, the sturdy little plane that's Amphibious Aircraft's sole product! In fact, he hadn't been within 10 feet of a "flying machine" since he was a kid. For some reason he thought he didn't like planes. (Now, says he, he loves 'em. Which shows he sold himself.)

Well he might. Skimmer has been very good to him.

### Hoped to Sell a Few

The campaign consisted of five ads—identical—in *Flying* magazine. It cost about \$3,500 and it ran in issues between February and July of this year. The manufacturer hoped he'd sell a few planes from it. What happened? This: The advertising pulled 2,005 direct inquiries—without benefit of a coupon.

And how good were the inquiries? Good enough to sell all Skimmer production well into 1959! For Skim-

mer's manufacturer is small. The original company (Colonial Aircraft) is only seven years old. But the Skimmer isn't cheap. It sells for \$22,000. Some 18 months ago a new company, Amphibious Aircraft, Inc., with manufacturing facilities in Sanford, Me., took over. Since that time it has produced and sold 25 planes. *Plus* six more as a direct result of the ad. And orders (including one for 20 planes, from South America) had to be turned down.

Further, the ad attracted new capital for the Skimmer enterprise and set in motion the refinancing required to build a new aircraft plant.

Jack Strayer, veteran test pilot, now president of Amphibious Aircraft, thinks the best part of the whole story is that he sold one plane, sight unseen, to an Oregon businessman.

Strayer reports that this man laid payment on the line and then said, "Now show me the Skimmer. It's mine!"

*A Great New Market Place for a Mighty Market*

# SOUTHEASTERN MERCHANDISE MART

• ELEVEN-STORY GENERAL MERCHANDISE MART BUILDING

• DECORATIVE CENTER—DECORATOR FURNITURE, ACCESSORIES

• HUGE COLISEUM FOR TRADE SHOWS, SPECIAL EVENTS

• CLUB ROOMS, MEETING ROOMS, ALL COLLATERAL SERVICES

• SUBURBAN LOCATION FREE OF CITY TRAFFIC

• PARKING FOR 10,000 AUTOMOBILES

ATLANTA

## SHOWROOM SPACE NOW BEING LEASED IN THE NATION'S MOST COMPLETE TRADE CENTER

As any salesman knows, the Southeast is the nation's fastest-growing market area—a big market today and a bigger one tomorrow.

Atlanta is the distribution center of this dynamic market and the strategic site for the new Southeastern Merchandise Mart soon to be built here. This magnificent structure will be the nation's most modern and complete trade center, offering both manufacturers and their customers advantages to be found at no other mart in the country.

If you want your share of the business to be had in the Southeast, make your plans now to display your line at the Southeastern Merchandise Mart.

### SPACE AVAILABLE FOR THESE LINES

Apparel and Accessories	•	Appliances				
China	•	Cosmetics	•	Curtains		
Decorative Arts	•	Domestics				
Draperies	•	Fabrics	•	Floor Coverings		
Furniture	•	Giftwares	•	Glasswares		
Jewelry	•	Lamps	•	Linens	•	Pottery
Radios	•	Shoes	•	Silverware		
Television	•	Toys				

WRITE, WIRE OR PHONE FOR FULL-COLOR BROCHURE AND COMPLETE DETAILS

**SOUTHEASTERN  
MERCHANDISE  
MART**  
Incorporated

680 West Peachtree Street, N.W., Atlanta 8, Georgia  
Telephone: TRinity 3-2541

# When You Turn UP Hot News, Run, Run Fast for Sales!



Airkem markets its A-3 disinfectant to hospitals. When *The Saturday Evening Post* planned a feature story on the "Staph" infections that are plaguing such institutions, Airkem's sales chief learned in advance of the article. He alerted his distributor's salesmen, gave them a blue-print for sales tied in with the story. Here's log of performance.

## By HARRY WOODWARD

Airkem, Inc., New York City, isn't a giant corporation: For the first time its sales climbed to \$3 million last year.

But the company, like many alert smaller companies, is light and quick on its feet. It can, in the words of its advertising manager, Alan Cameron, "seize the initiative and rush down the field while the giants are just adjusting their helmets."

Recently Airkem did just that. *The Saturday Evening Post* ran a feature article, "The Hospitals Fight Their Toughest War," in its May 17 issue. The *Post's* story dealt with the current bugbear of hospitals—the dread "Staph" infections that have mysteriously plagued these institutions. G. E. Smith, manager of Air-

kem's Distributor Sales Department, learned about the article on May 7. Airkem had been aggressively marketing its A-3 disinfectant to hospitals.

Jerry Smith saw in the article a made-to-order sales tool. He lost no time in alerting his sales force to capitalize on the national prominence the *Post* had given "Staph." He knew that the public would be aroused. He knew, too, that hospital management, equally eager to lick the problem, would be receptive to a salesman who came with a tailored solution.

Here's a timetable of Jerry Smith's sales campaign. Successful? Yes. Successful because a sales manager kept his eyes open to *new* solutions to sales problems.

## Operation Log of Airkem "H" Day Promotion

May 7: 9:30 a.m. Saw copy of May 10 issue of *The Saturday Evening Post*, announcing a story on "The Hospitals Fight Their Toughest War," scheduled to appear following week.

10:00 a.m. Called Philadelphia office of *Post* to see if advance copy available. *Post* advised us of its policy against advance release copies because of need to protect advertisers' campaigns. Suggested we contact local representatives to view copy available in that office.

10:30 a.m. Assistant advertising manager contacted *Post's* New York representative, William Collier. Arrangements were made to see copy of story scheduled for May 17 release. After we saw

story in the *Post's* office and explained to Collier how we planned to use the material, he furnished tear sheets.

12:00 m. Review of the article indicated it had real value as a sales promotion piece to back up the sanitation story Airkem is carrying to the hospital market. Plans were roughed out as to how material could be best used by the field sales force.

3:30 p.m. Received approval from our sales manager to go ahead with promotion.

3:30 p.m. Drafted night letter to all distributors. ("This is a must! Set aside Tuesday, May 13th, as 'H' Day. This will be nationwide effort. All your salesmen

should be prepared to sell the tactics of prevention. Ammunition is on the way!" [signed] Jerry Smith, Airkem, Inc.)

4:00 p.m. First draft of complete program reviewed with our sales manager. Suggestions and modifications were agreed upon; work started on final draft.

May 8: 10:00 a.m. Final draft of "H" Day program approved by sales manager. Program reproduced and supporting material attached, for release to all distributors, via air mail.

This was a four-page mimeographed memo to all Airkem salesmen, urging them to read the bulletin carefully. The bulletin sketched the background of the promotion, listed all selling points to be presented to local hospital management, urged that the salesman capitalize on the *Post* article "before our competition does." It also blueprinted a working plan: "Go over your hospital market list. Pick only those hospitals you can expect to actually call on the next day. Choose hospitals that are (a) prospects; (b) present customers for *other* Airkem products; (c) customers buying A-3 but in small volume. Make definite telephone appointments with your contacts. Total the number of people you must see. Buy this number of *Posts* to take with you. Get out your Products Manual for a fast review of the A-3 section. Check your Sales Manual for a brush-up on the Hospital Sales program. Put the following sales aids in your briefcase and the samples in your car: copies of the laboratory tests on A-3; enough A-3 catalog sheets or A-3 labels to see you through your calls; copies of the Cawley Bulletin on 'Staph'; as many bottles of A-3 as you will need."

On the following day the salesman was to begin his calls, having first read the *Post* article and marked a personal copy with key selling points.

The salesman was urged to ask for the order—for at least a 55-

## A NEW SERVICE

Shown here is just *one* phase of **STRAIGHT-LINE** Advertising. *Local* coupon returns stimulate reader response . . . enable you to **SPEED** sales follow-up. You can have ad coupons returned to your Michigan sales offices without extra mechanical cost. Because of our gravure printing, there's no bother about plate patches. (THIS is more fully illustrated in the booklet offered below — along with other localized selling techniques.)



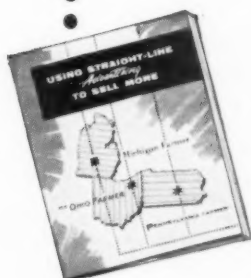
# Use **STRAIGHT-LINE** Advertising to Sell More

**STRAIGHT-LINE EDITING** sets the stage for **STRAIGHT-LINE** Advertising. **MICHIGAN FARMER** readers depend on "localized" information in the editorial columns. Twice each month, they count on timely and fresh reporting on practices best suited to Michigan agriculture. They'll spark to a "localized" touch in your ads.

**STRAIGHT-LINE COVERAGE** provides the direct channel to an active market. In the **MICHIGAN FARMER**, your advertising gets preferred attention in 9 out of 10 Michigan farm homes. Their income is big and steady — year round. Michigan is a top-third state in farm income.

Let us add any or all of these "selling plusses" to your advertising:

- Plus No. 1 — *Local Field Reports* by our able staff members.
- Plus No. 2 — *Local Action Photos* and Testimonials.
- Plus No. 3 — *Local Prices, Terms, Down Payments*.
- Plus No. 4 — *Local Sources of Supply*.
- Plus No. 5 — *Local Coupon Addresses*.
- Plus No. 6 — *Production Savings with Gravure Printing* — an average of 50 percent according to leading agency executives.
- Plus No. 7 — *Full-Color Advertising at Great Savings* — direct from your 4-color art or transparencies.



Send for this booklet — a full story on "**STRAIGHT-LINE Advertising**." Shows how we can help aim your advertising straight to the point of sale — in a prosperous, profitable, able-to-pay farm market!

## Michigan Farmer

East Lansing, Michigan



**STRAIGHT-LINE** Advertising Service available also in **THE OHIO FARMER** and **PENNSYLVANIA FARMER**



gallon drum-size. He was reminded to try to stage a demonstration in the hospital and to leave samples. And, "don't get shut out with the answer: 'Thanks for this very interesting information which you realize we already knew about, etc., etc.'"

The final line of admonition: "Get the order."

May 9: 10:00 a.m. Follow-up report form to determine the program's effectiveness was prepared and re-leased to the field.

3:00 p.m. Ordered 15,000 reprints of the *Post's* article.

May 27: Reports of distributors' "H" Day performance consolidated for review. Results indicated:

Distributors reporting ...	28
Salesmen reported on ....	59
Number of calls scheduled	214
Total sales reported .....	\$2,965
Average call per man ....	3.8
Average sale per call ....	\$13.80
Average sale per man ....	\$50.25

June 12: Second request sent to those distributors who had not already reported on "H" Day program.

June 23: Final figures on "H" Day program consolidated as follows:

Distributors reporting ...	38
Salesmen reported on ....	83
Number of calls scheduled	323
Total sales reported .....	\$4,220
Average call per man ....	3.8
Average sale per call ....	\$13.06
Average sale per man ....	\$50.84

June 15: Copies of reprint "The Hospitals Fight Their Toughest

## Take a Deep Breath and Say "Ah!"

Airkem makes, among many odor-killers, Air-wick. This was its first product and it initially went to market, aimed at consumers, some 15 years ago when Airkem was born. Today Airkem makes more than 100 items, of which only eight are for home use. The bulk of its line is for industrial users; 18 products are manufactured with institutional and commercial users in mind. The company has an international sales organization, operates one of the world's largest laboratories devoted to scientific research on odors. In addition to conducting basic odor research and quality control tests on standard products, Airkem maintains a staff of research chemists whose services are available to industry on a consultant basis.

War" released to field with suggestions for using them in subsequent development of hospital market.

This isn't a resounding record for a company whose annual sales are \$3 million a year: But it doesn't take into account the sales that will eventuate from the presentations. These were *cold* sales — on the spot. And Sales Manager Smith says the program was a gold mine of training. He and his staff (and the salesmen themselves) learned some valuable lessons from the venture. Here are some of them:

1. Reaction of sales force to program was a good lesson in human nature. The negative thinkers found all kinds of faults: insufficient advance notice, conflicting assignments, lack of prospect interest, prospect resentment to article trading on "staph" scare. The positive thinkers thought it was wonderful — just what they needed to open up a number of new accounts. By capitalizing on

prominence of *Post* they were able to see people and close accounts they'd never been able to reach previously.

2. It is interesting to note the way the sales average held up in comparison with the initial and final reports. A good example of how "Law of Averages" works out. Provides a good example to use in future sales training with distributors and their salesmen. Should prove to be valuable ammunition in any future concentrated sales effort such as this.
3. Short notice sales program built around item such as this article can be effective if used correctly. Program must be tied together in a single package that gives sales force all data they require. Essential they feel they are not being asked to do the impossible. Curiosity and challenge of effort are big factors in getting them to follow through.
4. Bulk of sales force recognizes and appreciates step-by-step program they can put to use with the least amount of effort. Given steps one, two, three, four — told whom to see, what to say, and what to do — the majority will take the course of least resistance and follow instructions.
5. Over-all value of fast program of this nature not limited necessarily to sales reported. Has long range value in repeat orders that occur as a result of making initial sale. Serves as excellent door opener to hard-to-see prospects. Excellent source of material to use as basis for subsequent follow-up calls. Unbeatable as morale booster for sales force. Demonstrates more effectively than words or promises that home office is awake to opportunities of helping them perform their everyday sales job. ♦

## "The Recession's My Fault!"

"...My income has never been higher but I'm not spending enough because I, and millions like me, are too busy to take the time to look up an automobile dealer and beg him to sell me a replacement for my 1955.

"I want to apologize, too, for not buying the drapes I was interested in or that other table lamp. I've been pretty busy...

"I am dreadfully sorry, too, but I haven't bought a suit this year either, but on the other hand, no one has asked me..."

"There are \$3 billion in savings that can't be unlocked by advertising alone. Not by \$10 billion worth of advertising or \$20 billion worth—unless this advertising is accompanied by personal salesmanship. A lot of people aren't buying simply because no one has asked them to buy."

—Kevin Sweeney  
President  
Radio Advertising Bureau, Inc.

# NOW U.S. SAVINGS BONDS PAY YOU HIGHER INTEREST FASTER!

If you've always bought U.S. Savings Bonds for their rock-ribbed safety, their guaranteed return, the way they make saving easier—you've got one more reason now!

*Every Series E United States Savings Bond you've bought since February 1, 1957 pays you a new, higher interest—3¼% when held to maturity! It reaches maturity faster—in only 8 years and 11 months. And redemption values are higher, too, especially in the earlier years.*

About your older Bonds? Easy. Just hold onto them. As you know, the rate of interest a Savings Bond pays increases with each year you own it, until maturity. Therefore, the best idea is to *buy the new—and hold the old!*

The main thing about E Bonds, of course, is their complete safety. Principal and interest are fully guaranteed. They are loss-proof, fire-proof, theft-proof—because the Treasury will replace them without charge in case of mishap. Your Savings Bonds are as solid as a rock—backed by the full faith and credit of the United States.

Maybe you already know about Savings Bonds—as one of the 40 million Americans who own them today, or as one of the other millions who have used Bond savings to help pay for new homes, cars, or college educations, or to make retirement financially easier. If so, this is familiar territory to you—you *know* there's no better way to save.

But if you're new to the game, find out about Savings Bonds and what they can do for your future. Ask your banker, or check with your employer about the automatic Payroll Savings Plan that makes saving painless and easy.

PART OF EVERY AMERICAN'S SAVINGS  
BELONGS IN U. S. SAVINGS BONDS

The U.S. Government does not pay for this advertisement. It is donated by this publication in cooperation with the Advertising Council and the Magazine Publishers of America.



# The Hospital Market

Dependable, Dynamic,  
Recession-Resistant

These highlights underscore the vitality of the ever-growing hospital market:

From 1946 to 1957, hospital admissions rose 41% . . . more than 22,000,000 patients were admitted to 7,000 recognized hospitals in 1957.

As to the future, Barron's says: "Hospital admissions are expected to increase another 40% by 1965 . . . hospitals will have to be built at three times the present rate in order to keep up with the demand for bed space."

Hospital expenditures tripled from 1946 to 1956 . . . from \$2 billion to \$6 billion . . . hospitals spend \$16.5 million every day. During 1958, an estimated \$930 million will be spent for hospital construction, an increase of 48% over 1956.

As for the future, Architectural Forum comments: "Population growth, rising health standards and new medical discoveries will add tremendously to the required outlays for hospitals and research centers . . . will be more than \$1.6 billion in 1967."

HOSPITALS, Journal of the American Hospital Association, reaches the greatest single concentration of people who buy for hospitals.



SEND FOR  
FACT SHEET,  
"THE HOSPITAL  
MARKET", AND  
SAMPLE COPY  
OF HOSPITALS



## HOSPITALS

18 East Division Street, Chicago 10, Illinois  
Journal of the American Hospital Association

## EXECUTIVE SHIFTS IN THE SALES WORLD

### The Dayton Rubber Co. . . .

Robert G. Burson named general sales manager, Mechanical Goods Division.

### The Electric Storage Battery Co. . . .

Robert J. Muth named to newly-created position of field sales manager, Exide Industrial Division.

### Fairmont Foods Co. . . .

G. Robert Lockhart appointed field sales manager.

### Hughes Aircraft Co. . . .

Z. W. Pique named director of sales, Hughes Products Group.

### International Latex Corp. . . .

A. B. Peterson named executive vice-president.

### Kennecott Copper Corp. . . .

John M. Keene, Jr., named vice-

president and assistant sales manager, Kennecott Sales Corp., a subsidiary.

### Milprint, Inc. . . .

Carl Jensen advanced to newly-created post of sales administrator, Eastern Division.

### Olin Mathieson Chemical Corp. . . .

William R. Kelty, Jr., named vice-president, sales, Winchester-Western division.

### Ralston Purina Co. . . .

Harry A. Scott named to newly created post of international director of sales.

### The Stanley Works . . .

John W. Bamert appointed general sales manager, Stanley Hardware division.

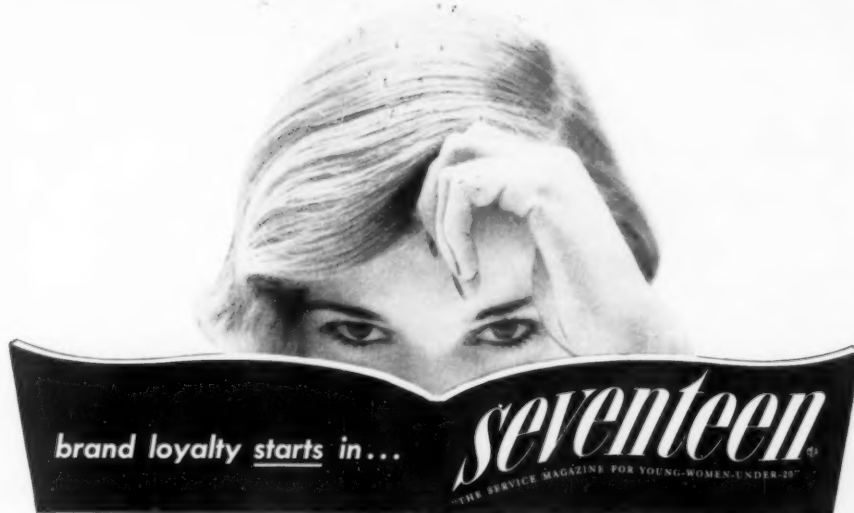
### Union Tank Car Co. . . .

Henry L. Charlton named sales vice-president; Leonard C. Pletsch planning v-p of Phoenix Manufacturing Co., a subsidiary.



"Couldn't we go in your office and sit down? I have a rather long sales pitch!"

# this is the girl



# this is the magazine

The girl—America's Young Woman Under 20 (8½ million strong!)—spends over \$4 billion of her own money every year and billions more as family shopping consultant. The magazine—SEVENTEEN—is her favorite, read by 75% of the nation's teen-age girls within 3 issues.

This girl and this magazine understand each other fully, admire each other deeply. Result? Such outstanding advertising readership that SEVENTEEN scores 11 firsts, 14 seconds and 5 thirds out of 30 comparable units in the 56th Adnorms Report. Such amazing buying action that 65.2% of SEVENTEEN's every-issue readers have bought from its pages.\* No wonder SEVENTEEN tops all women's monthly magazines in advertising lineage for the past 4 years!

# and this is the teacher's supplement...



## ...a plus for *seventeen* advertisers

A sister publication of SEVENTEEN, and the only magazine of its kind, SEVENTEEN-at-School adapts SEVENTEEN's editorial content into lesson plan form...carries your advertising—via SEVENTEEN—into the classrooms of 75% of the nation's high school Home Economics teachers. In addition, your educational materials are made available to the 19,500 Home Economics teachers who are its regular subscribers.

For further details, write: Director of Homemaking Education, Dept. T, SEVENTEEN Magazine, 488 Madison Avenue, New York 22, N. Y.

\*Gilbert Youth Research

## it's easier to **START** a habit than to **STOP** one!

SEVENTEEN MAGAZINE, 488 Madison Avenue - New York 22 - PLaza 9-6100



today's  
approach  
to  
incentive  
promotions

**RICHARDS  
-BARNETT**

339 Fifth Ave., N. Y. 16, N. Y.

ORegion 9-6429

modern creative  
ideas for

- Sales Contests
- Premium Promotions
- Safety Campaigns
- Award Presentations
- Goodwill Gift Giving

featuring

- Complete Campaign Plans
- Merchandise In Stock  
For Immediate Shipment
- Drop Shipment Service
- Art, Production and  
Printing
- also
- Travel Plans

## Antifreeze

(continued)

six weekends on NBC's Monitor this month and next.

Olin Mathieson, the fourth own-brand marketer, is devoting most of its budget to institutional promotions because Permanent Pyro (glycol) and Super Pyro (methanol) account for only 20% of its antifreeze business; the rest is in private brands, including those of Shell and Gulf.

As part of what it calls "The hottest antifreeze campaign ever conducted," some 1,000 prints of seven movies are in circulation. Olin likes celebrities; besides John Carradine it used William Frawley in a starring role. In addition, Peter Lorre appeared in P-o-P material and on Spring Monitor spots. John Cameron Swayze was featured in a slide presentation to customers and prospects.

Union Carbide Chemicals Co., Carbide's private brands division (customers include Amoco, Sinclair, International Harvester, Buick), is running what it calls the "biggest campaign ever."

## Carbide Doubles Ad Budget

Its advertising budget doubled this year, all for businesspaper ads, and merchandising efforts have been stepped up considerably. This spring it introduced a checklist of drain points and capacities for all car models, even the popular foreign cars. Weather charts plotting the first freeze by areas, which were first brought out last year, were offered again this fall. Four movies, two sound-slide films and a record drama are available to dealers.

Dow, which calls itself the leading supplier of "factory fill" (sales to auto manufacturers), and is a private label supplier to oil companies like Standard of Indiana, Tidewater and Cities Service, uses ads and retail aids.

But why do the advertisers bother telling the motorists they didn't mean it? Free-piston, gas turbine, air-cooled engines will replace water-cooled and antifreeze will be about as vital to transportation as horseshoes.

The answer: antifreeze is a minor product for the glycol and methanol makers. Ethylene glycol is a softener for cellophane; methanol is used for phenolic plastics. The marketers want to stay in production of these chemicals. That being the case, they'll continue shooting for the \$275 million antifreeze market. ♦

## 15 SERVICES THAT AID SALES AND ADVERTISING EXECUTIVES!

A  
NEW  
FREE BROCHURE

YOURS FOR THE ASKING!

Find out how these 15 important Manpower, Inc. "Sales Aid" Services will help you.

- ✓ Increase Sales and Distribution
- ✓ Cut Marketing Costs
- ✓ Support National Promotions at the local level
- ✓ Eliminate Trouble and error in merchandising promotions

Attach this ad to your letterhead and mail today to:

A decade of Business Service

**manpower, inc.**

over 140 offices in U.S., Canada, & Abroad  
World Headquarters  
817 N. Plankinton Ave., Milwaukee, Wis.

## SALES MANAGERS

for

EASTERN and MIDWEST AREAS

- Can you build swiftly and surely?
- Are you 28-55, with proven ability to sell, recruit, select, train and supervise?
- Do you have successful past record in educational field or comparable sales-executive background?
- Have you late model car and are you free to travel, married and bondable?

If your answer to all four questions is "Yes" — one of the nation's top extension-resident training institutes offers unusual opportunity, incentive, and earnings.

Replies confidential — Write and send complete resume to:

**NORTHWEST SCHOOLS**

737 N. Michigan Ave.  
Chicago, Ill.

FAMOUS FALLACIES about industrial advertising

We don't see  
any results from  
our advertising



*John L. Gillis replies to this one...*

According to Mr. John L. Gillis, vice-president of marketing, Monsanto Chemical Company: "Industrial advertising produces results when it puts into people's minds ideas which create a favorable attitude for salesmen to capitalize upon."

The specific effect of industrial advertising upon the market can seldom be measured alone.

Because: advertising is only one member of a marketing team which also includes product development, market research, sales control, field engineering and product performance — all reinforcing the work of the salesmen.

Most industrial salesmen today know that their

companies' advertising is an invaluable aid to them in selling — particularly the unseen, unsuspected and inaccessible buying "influences" whose "OK" is often vital. These salesmen would be the first to agree . . .

Effective advertising support is one of the most valuable tools in the salesman's kit.

NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION, INC.

271 MADISON AVENUE, NEW YORK 16, NEW YORK

An organization of over 4000 members engaged in the advertising and marketing of industrial products, with local chapters in ALBANY, BALTIMORE, BOSTON, BUFFALO, CHICAGO, CLEVELAND, COLUMBUS, DALLAS-FORT WORTH, DENVER, DETROIT, HAMILTON, ONT., HARTFORD, HOUSTON, INDIANAPOLIS, LOS ANGELES, MILWAUKEE, MINNEAPOLIS-ST. PAUL, MONTREAL, QUE., NEWARK, NEW YORK, PHILADELPHIA, PITTSBURGH, PORTLAND, ROCHESTER, ROCKFORD, ST. LOUIS, SAN FRANCISCO, TORONTO, ONT., TULEA, YOUNGSTOWN.



## 1000 IDEAS ONLY \$10

Successful ideas from  
successful companies on  
SALES, MERCHANDISING,  
ADVERTISING, PROMOTION!

Each month, for a year, you are sent sales-tested, profitable experiences... showing results produced... as reported in the nation's leading business and trade publications. Adapt them to your own profitable use. Worth many times the \$10 you send!

### BRIEFED

400 Madison Ave., (Dept. S) N. Y. 17



### A MODEL FOR EVERY PURPOSE

Tell your story better  
with an Oravisual easel.  
You have 26 models to  
choose from.

Write for free 24  
page catalog.

### ORAVISUAL CO.

Box 11150  
St. Petersburg 33,  
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ADVERTISING IN  
BUSINESS PAPERS  
MEANS BUSINESS

## SALES GAINS AND LOSSES

A 12½% increase in sales for the first six months of 1958 over the first half of 1957 was reported by Shulton, Inc., maker of toiletries, pharmaceuticals and chemicals. This year's figure: \$13,564,630. Another chemical firm, a giant by comparison with Shulton, didn't make out quite as well. Dow Chemical Co., for the fiscal year ended May 31, showed sales of \$636,201,143, a little more than a 5% decrease from 1957's \$673,397,909. Half of Dow's volume was in chemicals and about one-third in plastics. President Leland L. Doan reports that from all indications Dow's sales decline has hit bottom.

All figures are shown in millions of dollars.

UP-18				Company	Period	1958	1957
Company	Period	1958	1957	Electric Storage Battery	6 mo.	57.6	67.3
Berkshire Hathaway	3 mo.	14.4	12.4	Electrographic Corp.	6 mo.	10.7	11.8
Best Foods	yr.	118.3	114.0	Erie Resistor Corp.	24 wk.	9.4	12.2
Cenco Instruments	yr.	14.8	14.5	Fairchild Engine & Airplane	6 mo.	67.8	80.4
Chain Belt Co.	3 mo.	14.9	14.8	Fort Wayne Corrugated Paper	24 wk.	9.3	11.2
Corn Products Refining Co.	6 mo.	167.2	162.1	Georgia-Pacific Corp.	6 mo.	72.0	73.5
D. W. C. Cigar	3 mo.	5.5	5.3	F. C. Huyck & Sons	3 mo.	4.8	5.2
Erwin Mills, Inc.	3 mo.	15.6	14.9	Industrial Enterprises	6 mo.	12.5	13.9
Fenestra, Inc.	3 mo.	13.7	12.6	Keystone Steel and Wire Co.	yr.	97.7	112.5
Foster-Forbes Glass Co.	6 mo.	5.6	4.6	Kroehler Manufacturing	28 wk.	38.9	45.6
Henry Holt & Co.	3 mo.	6.1	5.2	Leonard Refineries	3 mo.	12.2	13.9
Kaman Aircraft	6 mo.	9.4	7.1	Manhattan Shirt	yr.	32.5	33.9
Mirro Aluminum	6 mo.	16.6	16.1	Millers Falls Co.	9 mo.	9.1	10.1
Oxford Paper Co.	3 mo.	14.8	14.5	North American Coal	3 mo.	9.8	11.6
Shulton, Inc.	6 mo.	13.6	12.1	Ohio Brass Co.	6 mo.	13.8	17.3
Standard Coil Products	6 mo.	29.0	27.2	Pet Milk Co.	6 mo.	89.4	90.0
Tilo Roofing Co.	28 wk.	7.0	6.7	Pratt & Lambert, Inc.	6 mo.	9.6	10.2
Universal American Corp.	6 mo.	8.5	7.5	Progress Mfg. Co.	6 mo.	9.6	10.9
U. S. Plywood Corp.	3 mo.	53.4	52.4	Robertshaw-Fulton Controls	6 mo.	33.0	38.0
DOWN-43				Seiberling Rubber	6 mo.	21.4	23.3
American Chain & Cable	6 mo.	51.1	61.1	Solar Aircraft Co.	3 mo.	15.4	21.9
Louis Allis Co.	3 mo.	6.8	9.9	Speer Carbon Co.	6 mo.	8.5	10.9
Armstrong Cork Co.	6 mo.	118.9	124.4	Standard Packaging	12 wk.	9.0	9.3
Bigelow-Sanford Carpet	6 mo.	31.2	39.9	Standard Pressed Steel	6 mo.	30.4	31.5
Briggs Mfg. Co.	6 mo.	8.3	9.0	L. S. Starrett Co.	yr.	12.0	16.2
Philip Carey Mfg.	3 mo.	17.1	18.3	Tennessee Corp.	3 mo.	20.6	20.7
Carlisle Corp.	6 mo.	6.7	10.8	Textron, Inc.	3 mo.	56.5	64.8
Chemtron Corp.	6 mo.	57.5	77.1	Torrington Mfg. Co.	6 mo.	6.2	6.5
Chicago Pneumatic Tool	6 mo.	36.7	45.6	Truax-Traer Coal	3 mo.	8.6	10.6
Joseph Dixon Crucible	6 mo.	7.4	8.8	Union Asbestos & Rubber	6 mo.	4.6	6.7
Dow Chemical Co.	yr.	636.2	673.4	Weyenberg Shoe Mfg.	6 mo.	8.0	8.6
				White Sewing Machine	6 mo.	13.1	24.7



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SEPTEMBER 19, 1958

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#### VICE-PRESIDENT, SALES

Randy Brown

#### SALES PROMOTION MANAGER

Philip L. Patterson

#### Asst. to Vice-President, Sales

Cecelia Santoro

#### ADV. SERVICE MANAGER

Madeleine Singleton

#### PRODUCTION MANAGER

Virginia New

### DIVISION SALES MANAGERS

New York—W. E. Dunsby, Wm. McClenaghan, Elliot Hague, Howard Terry, Robert B. Hicks, Dan Callanan, John A. Spooner, 386 Fourth Ave., New York 16, N. Y. LExington 2-1760.

Chicago—C. E. Lovejoy, Jr., Western General Manager; W. J. Carmichael, Western Advertising Director; John W. Pearce, Western Sales Manager; Thomas S. Turner, 333 N. Michigan Ave., Chicago 1, Ill., STate 2-1266; Office Mgr., Vera Lindberg.

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## TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

### Pooh!

One need not go all the way with Ambrose Bierce (who once wrote that "women are fit only to be mothers of men") to become disturbed over all the current propaganda about female dominance.

At this stage I can't refute the claim that women buy (and presumably decide on) 85% of family necessities.

But as for the idea that they are the primary owners of publicly owned corporations, I submit:

1. Among 125,000 customers of Merrill Lynch who returned a detailed questionnaire, only 18% were women. Even assuming that Father (heretofore known as the Head of the House) logically would tend to such things in cases of joint ownership of securities, Merrill Lynch still can't visualize a female ownership as high as 50%.

2. In a recent study of share ownership by "public individuals," New York Stock Exchange finds that "women contributed a mere 20.7% of volume — the smallest ratio for any of the seven studies" thus far made by the Big Board among this group.

### Inflated

Why do we inflate the costs of advertising?

Too many corporation directors still think advertising "expensive," if not actually an "extravagance," without making them bleed over exaggerated statistics inspired by media (and some advertisers and agencies) striving to appear bigger than someone else.

The total annual advertising bill is guesstimated at around \$10 billion. But all items in it, I believe, are projected from a *one-time gross* rate. Every major advertiser, and many a middling and minor one, actually spends less than this. One spot TV advertiser I know, for example, does not pay out half of the \$5 million annually for which he is credited. If the one-time retail rate of, say, *The New York Times*, is \$2 a line, you may be sure that such staunch supporters as Macy's (or Gimbels) get each line for less than 75 cents.

Would not our penurious directors be pleased—and advertising stimulated—if the whole bill and all media components of it were reported *net*? The media would all be smaller. But, nowadays, especially, who wouldn't like to save a cool \$5 billion?

### Dominant?

Headline on a handout about an NBC survey says: "TV continues to be dominant medium for selling autos."

The survey covered opinions of auto dealers, showroom shoppers, new car buyers, NBC program viewers.

But apparently it missed the motor makers:

In 1957 GM's reported expenditures in network and spot TV time combined were 50% less than the money

GM put into general and farm magazines combined, and only one-fourth GM's investment in newspapers. Though Ford spent about 50% more in net and spot TV than in magazines, its TV figure still was only about half of its amount in newspapers. Chrysler spent twice as much in TV as in magazines, but one-fourth less than in newspapers.

American Motors put more in magazines, and three times as much in newspapers, as in network and spot TV time. Studebaker-Packard spent three times as much in magazines and 24 times as much in newspapers.

Dear Hugh Beville: "Surely TV has enough to offer —without this."

### Panacea

*Grey Matter* of Grey Ad Agency believes that more than clichés will be needed to turn the economic tide, and proceeds to state the situation in mixed metaphors:

"The atmosphere becomes smoggy with slogans aiming to loosen advertisers' purse strings. Clichés fly thick and fast urging business to 'break the dam of advertiser resistance' by feeding *more dollars* into the fuel tank of the advertising bulldozer."

In simpler terms *Grey Matter* explains: "More advertising dollars are *not* panacea for our present economic ills." What's needed is a multi-ingredient pill composed of "more *penetrating* marketing analysis, more *skillful* planning of strategy, more intensive and aggressive *selling*." The last, *Grey* adds, "includes advertising."

The real need, however, it seems to me, is not for more and better techniques or tactics but for *personal leadership*. The men who are trying to run our great corporations today are a breed of short-sighted fraidy cats, mouthing meaningless slogans about You Auto Buy Now or Operation Upturn.

Personally, I'd swap 10 Harlow Curtices or Ralph Cordiners for one Dick Grant. A Kettering or a Knudsen or a Steinmetz might help too.

### Advertisers

Barton Distilling Co., Chicago, reveals that Russia is ready to flood us with vodka whenever we open the gates. Russian vodka, says Barton, has a "distinctive" taste for which some Americans might pay a premium. To keep us drinking good old Yankee Prince Alexis vodka, Barton is introducing "some of the distinctive processes followed by the Russians."

Manhattan Shirt Co. will make its network TV debut Sept. 20 with sponsorship of "Music from Manhattan" on ABC.

Magazine Advertising Bureau reports that Parke, Davis & Co., Detroit, has now used a certain medium consistently for 30 years.

ANA will hold a one-day workshop on International Advertising at Hotel Sheraton-East (formerly the Ambassador) in New York September 25.

In refrigerators and other kitchen and laundry appliances the trend is away from color and back to "white goods."



## PICTURE OF A PRODUCT TAGGED FOR MORE SALES

McCall's Use-Tested Tag is one of the busiest, most realistic selling aids you can have in your arsenal today.

Here's how it helps move your product at the point-of-sale:

- It gives feature-by-feature endorsement of the use values of your product by authoritative homemakers . . . the Editors of McCall's.
- It gives specific reasons to buy . . . *not* a vague general endorsement.
- It tells consumers *how* to choose the best product to suit their needs . . . in friendly terms they easily understand.

- It provides retail salesmen with convincing, friendly "sales-talk" material . . . based on actual use-testing of your product.
- It enables you to do a double selling job . . . selling the use values of your product to shoppers at the point-of-sale. . . . and closing the sale with millions of shoppers already pre-sold through your ad in McCall's.

For more information on how McCall's Use-Tested Tag can help you sell *more* . . . see your McCall's representative, or write to Use-Tested Tag, c/o McCall Corp., 230 Park Avenue, New York 17, New York.

# McCall's

*The magazine of Togetherness . . . circulation now more than 5,300,000.*

Another true to life story about some make-believe characters



## How to turn up the volume in Chicago

There was discord in the Executive Suite of Music Unmodulated, big hi-fi distributor in Chicago. Turner Lowd, president, and his sales manager couldn't agree on distribution strategy for M.U.'s new line of stereophonic equipment.

"You're not coming through to me, Mike," shouted Turner. "Why add new dealers for stereo? Hi-fi sales are booming under our present setup!"



"But stereo will appeal most to the top half of the market, T. L. We need more dealers with middle and upper income customers . . . the kind some of the new shopping centers attract!"

"Shopping centers!" boomed Turner. "Who knows which centers do the most business? . . . What kind of customers they pull? Who knows . . ."

Just then (wouldn't you know?) in waltzed Joe, that Tribune fellow who filters out the facts about the Chicago market.

"Music men," Joe greeted them, "let's find out where your present dealer network is good and where it's bad. Then let's talk shopping centers!"



Turner and Mike got out a list of their dealers, coded

to show each one's volume. Joe produced a map of metropolitan Chicago showing the shopping centers and the percentage of business that each one does. Together they plotted the dealers on it.

"Well, Mr. Lowd," Joe said, "you're well represented in most of Chicago. But you *should* get near some shopping centers.

"Appleblossom, for one. It draws from more than 10% of the families in the entire market. More than half its customers come from Chicago's most exclusive suburbs. And observe *this*, gentlemen. *You have no dealer within miles!*"



From here on in, Turner and Mike listened with both ears while Joe analyzed each shopping center. With his help, they settled on a new lineup of dealers for stereo.



Just for the record, Music Unmodulated decided to concentrate its advertising in the Tribune. (Customers in the trading areas of 62 out of 64 shopping centers prefer the Tribune as a shopping guide over any other Chicago newspaper.)

Maybe you sell stilts or stemware instead of stereo. But if you want to turn up your volume in Chicago, you know the man to see—Joe.

### Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

